

THE
100
MOST
INFLUENTIAL
PEOPLE

THE TITANS

KANYE WEST

By ELON MUSK

BOB IGER

By RUPERT MURDOCH

LEE DANIELS

By OPRAH WINFREY

KIM KARDASHIAN

By MARTHA STEWART

**CHARLES KOCH
AND DAVID KOCH**

By RAND PAUL

LORNE MICHAELS

By JACK NICHOLSON



CELEBRATE THE MOST INFLUENTIAL PERSON IN YOUR WORLD.

Tony Solomon

MOST INFLUENTIAL DAD

Tolerance, open-mindedness and self-acceptance are some of the characteristics Tony Solomon hopes to pass down to his only son, Aiden. Having grown up with a rigid disciplinarian for a father, Tony wanted to be sure that his son had the freedom to express himself that he never had. So when his son, an honor-roll student and all-around great kid, asked him if he could get a Mohawk, Tony didn't ask him, "What's wrong with you?" He simply asked if he needed a ride to the barber. Five years later, Aiden still sports the look that is as unique and beautiful as the relationship that fostered it. #OneBoldChoice



**Let's
Go
Places**

TIME

A full-page photograph of Misty Copeland in a dynamic ballet pose. She is wearing a light grey leotard and pointe shoes, with her arms raised and legs in a powerful, arched position. The background is a solid light blue.

THE
100
MOST
INFLUENTIAL
PEOPLE

THE PIONEERS

MISTY COPELAND

By NADIA COMANECI

BRIAN CHESKY

By JONATHAN IVE

JIMMY LAI

By COMMON

BRYAN STEVENSON

By SERENA WILLIAMS

REESE WITHERSPOON

By MINDY KALING

SCOTT KELLY

By JOHN GLENN

CELEBRATE THE MOST INFLUENTIAL PERSON IN YOUR WORLD.



Stuart Jensen

MOST INFLUENTIAL DAD

Like his father before him, there's no sacrifice Stuart Jensen wouldn't make for his kids. This dad of six — including two with debilitating spina bifida — gives all of his children the love and confidence to know that no disability can hold them back from doing what they love. He must be doing something right: His son Kumaka is one of the youngest competitors in his wheelchair skateboarding league, and dreams of someday completing a single backflip and sticking the perfect landing. #OneBoldChoice



TOYOTA

Let's
Go
Places

TIME



THE
100
MOST
INFLUENTIAL
PEOPLE

THE ARTISTS

BRADLEY COOPER

By OLIVER PLATT

KEVIN HART

By CHRIS ROCK

AUDRA McDONALD

By CARRIE UNDERWOOD

CHRIS OFILI

By DAVID ADJAYE

TIM MCGRAW

By JON MEACHAM

AMY SCHUMER

By TILDA SWINTON

CELEBRATE THE MOST INFLUENTIAL PERSON IN YOUR WORLD.



Jasen Govine
MOST INFLUENTIAL DAD

When Jasen Govine's wife passed away, he not only lost the love of his life, he lost the mother of his child and parenting partner. Suddenly, at age 39, he was thrust into an uncharted world of new responsibilities, as he took on the role of both dad and mom. And while there were plenty of setbacks along the way, Jasen looked to his loving and supportive family and deep inside his own heart to lead the way. Although he knows he will never be able to replace "mom" in his son Judah's life, he is dedicated to making sure she always has a place in his heart—a bond that will live on forever. #OneBoldChoice

 **Let's
Go
Places**

THE
100
MOST
INFLUENTIAL
PEOPLE

THE ICONS

**RUTH BADER
GINSBURG**

By ANTONIN
SCALIA

INA GARTEN

By TAYLOR SWIFT

POPE FRANCIS

By ARCHBISHOP
DESMOND TUTU

BJÖRK

By MARINA
ABRAMOVIC

ABBY WAMBACH

By MIA HAMM

HARUKI MURAKAMI

By YOKO ONO

TIME



Here's to the dads
who inspire their children
to make bold choices
of their own.

BROUGHT TO YOU BY

THE **BOLD** 2015
CAMRY



toyota.com/camry

Prototype shown with options. Production model will vary.

©2015 Toyota Motor Sales, U.S.A., Inc. The Red Border Design is a trademark of Time Inc., registered in the U.S. and other countries. Used with permission.



Let's
Go
Places

TIME



THE
100
MOST
INFLUENTIAL
PEOPLE

THE LEADERS

JORGE RAMOS

By CHRISTIANE
AMANPOUR

NARENDRA MODI

By BARACK OBAMA

ANGELA MERKEL

By PETRO POROSHENKO

BENJAMIN NETANYAHU

By EHUD BARAK

SAMANTHA POWER

By MADELEINE ALBRIGHT

HILLARY CLINTON

By LAURENE POWELL JOBS

HEALTHCARE IS GETTING BETTER AROUND THE WORLD, **THANKS TO GLOBAL TRADE.**

Across the world, ever-greater numbers of people now have access to the latest advances in medical science. From antiretroviral drugs, to affordable 3-D printed artificial limbs, change is affecting the lives of those who need it most. This is the power of global trade. Of course there's still a long way to go, but one delivery at a time, the more we keep on trading the better it's going to get for everyone, everywhere. Read more online.

dhl.com/globaltrade



DHL
EXCELLENCE. SIMPLY DELIVERED.

TITANS

PAGE 22

PIONEERS

PAGE 46



VOL. 185,
NO. 15-16 | 2015

ARTISTS

PAGE 72

LEADERS

PAGE 96

ICONS

PAGE 138

TITANS

Kanye West

BY ELON MUSK 24

Lorne Michaels

BY JACK NICHOLSON 25

Melody Hobson

BY BILL BRADLEY 26

Tim Cook

BY JOHN LEWIS 26

Elizabeth Holmes

BY HENRY A.
KISSINGER 28

Charles Koch &
David Koch

BY RAND PAUL 30

Susan Wojcicki

BY BRIAN GRAZER 30

Chanda Kochhar

BY ANSHU JAIN 32

Tony Fernandes

BY RICHARD BRANSON 32

Lee Daniels

BY OPRAH WINFREY 32

Reid Hoffman

BY SEAN PARKER 34

Kim Kardashian

BY MARTHA
STEWART 34

Janet Yellen

BY ANAT ADMATI 36

Danny Meyer

BY TOM COLICCHIO 37

Lei Jun

BY HANNAH BEECH 37

Bob Iger

BY RUPERT MURDOCH 38

Satya Nadella

BY AARON LEVIE 38

Jorge Paulo Lemann

BY CARL ICAHN 38

PIONEERS

Misty Copeland

BY NADIA COMANECI 48

Scott Kelly

BY JOHN GLENN 49

Emmanuelle
Charpentier
& Jennifer Doudna

BY MARY-CLAIRE
KING 50

Brian Chesky

BY JONATHAN IVE 50

Jimmy Lai

BY COMMON 55

Emma Watson

BY JILL ABRAMSON 55

Vikram Patel

BY BARBARA
VAN DAHLEN 56

Pardis Sabeti

BY J. CRAIG VENTER 56

Reese Witherspoon

BY MINDY KALING 56

Bryan Stevenson

BY SERENA WILLIAMS 58

Chai Jing

BY MA JUN 58

Magnus MacFarlane-
Barrow

BY GORDON BROWN 58

Kira Orange Jones

BY WALTER ISAACSON 62

Aura Elena Farfán

BY ALMUDENA
BERNABEU 63

Martin Blaser

BY LOUISE M.
SLAUGHTER 63

Anita Sarkeesian

BY WIL WHEATON 64

Tom Catena

BY ANDREW BERENDS 64

Rudolph Tanzi

BY MARIA SHRIVER 64

Mustafa Hassan

BY DAVID MILIBAND 66

Laverne Cox

BY JAZZ JENNINGS 66

Sarah Koenig

BY EWAN MCGREGOR 68

ARTISTS

Bradley Cooper
BY OLIVER PLATT 74

Richard Linklater
BY ETHAN HAWKE 74

Chris Ofili
BY DAVID ADJAYE 75

Julianna Margulies
BY KIRSTEN GILLIBRAND 76

Amy Schumer
BY TILDA SWINTON 78

Alexander Wang
BY KARLIE KLOSS 78

Jill Soloway
BY ALAN BALL 80

Chris Pratt
BY AMY POEHLER 81

Audra McDonald
BY CARRIE UNDERWOOD 81

Tim McGraw
BY JON MEACHAM 82

Kevin Hart
BY CHRIS ROCK 87

Chimamanda Ngozi Adichie
BY RADHIKA JONES 87

Julianne Moore
BY TOM FORD 89

Christopher Nolan
BY MICHAEL CAINE 89

Marie Kondo
BY JAMIE LEE CURTIS 89

John Oliver
BY ELIZABETH BIERMAN 90

LEADERS

Jorge Ramos
BY CHRISTIANE AMANPOUR 98

Narendra Modi
BY BARACK OBAMA 99

Angela Merkel
BY PETRO POROSHENKO 100

Bob Corker
BY LAMAR ALEXANDER 100

Rula Ghani
BY KHALED HOSSEINI 102

Muhammadu Buhari
BY ARYN BAKER 103

Alexis Tsipras
BY PABLO IGLESIAS 103

Vladimir Putin
BY IAN BREMMER 105

Obiageli Ezekwesili
BY SISTER ROSEMARY NYIRUMBE 105

Elizabeth Warren
BY HILLARY CLINTON 106

Haider al-Abadi
BY DAVID CAMERON 106

Joko Widodo
BY PAUL WOLFOWITZ 106

King Salman bin Abdulaziz Al Saud
BY KING ABDULLAH II IBN AL HUSSEIN 109

Xi Jinping
BY KEVIN RUDD 109

Jeb Bush
BY ZEKE J. MILLER 109

Tom Frieden
BY MICHAEL BLOOMBERG 110

Samantha Power
BY MADELEINE ALBRIGHT 111

Raúl Castro
BY RACHEL KUSHNER 111

Kim Jong Un
BY KANG CHEOL HWAN 112

Abubakar Shekau
BY GENERAL CARTER HAM 112

Benjamin Netanyahu
BY EHUD BARAK 114

Hillary Clinton
BY LAURENE POWELL JOBS 116

General Martin Dempsey
BY GENERAL PETER CHIARELLI 116

Beji Caid Essebsi
BY AYMAN MOHYELDIN 116

Adam Silver
BY KAREEM ABDUL-JABBAR 118

Lu Wei
BY JON HUNTSMAN 119

Marine Le Pen
BY VIVIENNE WALT 119

Barack Obama
BY JOE KLEIN 120

Mitch McConnell
BY JOHN BOEHRER 122

Mohammad Javad Zarif
BY ROBIN WRIGHT 122

Joanne Liu
BY TOM FRIEDEN 122

ICONS

Ruth Bader Ginsburg
BY ANTONIN SCALIA 140

Taylor Swift
BY MARISKA HARGITAY 141

Diane von Furstenberg
BY JESSICA ALBA 143

Gabriel Medina
BY SEAN GREGORY 145

Haruki Murakami
BY YOKO ONO 145

Björk
BY MARINA ABRAMOVIC 147

Jerry Brown
BY IDRIS ELBA 147

Abby Wambach
BY MIA HAMM 149

Ina Garten
BY TAYLOR SWIFT 149

Thomas Piketty
BY GROVER NORQUIST 149

Malala Yousafzai
BY MEZON ALMELLEHAN 152

Pope Francis
BY ARCHBISHOP DESMOND TUTU 152

BEHIND THE 100

20 HOME LANDS

41 BY THE NUMBERS

52 WHAT'S NEXT?

70 MUST READS

93 POWER TOOLS

125 ICONIC BONDS

154 THE AWESOME COLUMN

156 THE NAME GAME

TIME 100 members reveal how they're Shaping Our Future (in Pioneers, page 52)



TIME (ISSN 0040-781X) is published weekly, except for combined issues for one week in January, February, April, July, August, September and November, by Time Inc. Principal Office: Time & Life Building, Rockefeller Center, New York, NY 10020-1393. Periodicals postage paid at New York, NY, and at additional mailing offices. Canada Post Publications Mail Agreement No. 40110178. Return undeliverable Canada addresses to: Postal Stn A, P.O. Box 4322, Toronto, Ont., M5W 3G9. GST #888381621RT0001 © 2015 Time Inc. All rights reserved. Reproduction in whole or in part without written permission is prohibited. TIME and the Red Border Design are protected through trademark registration in the United States and in the foreign countries where TIME magazine circulates. U.S. subscriptions: \$49 for one year. **Subscribers:** If the Postal Service alerts us that your magazine is undeliverable, we have no further obligation unless we receive a corrected address within two years. **Postmaster:** Send address changes to P.O. Box 62120, Tampa, FL 33662-2120. **CUSTOMER SERVICE AND SUBSCRIPTIONS—For 24/7 service, please use our website: time.com/customerservice.** You can also call 1-800-843-TIME or write to TIME, P.O. Box 62120, Tampa, FL 33662-2120. **Mailing list:** We make a portion of our mailing list available to reputable firms. If you would prefer that we not include your name, please call, or write us at P.O. Box 62120, Tampa, FL 33662-2120, or send us an email at privacy@time.customersvc.com. Printed in the U.S. ◆◆◆◆◆

A LEGEND AMONGST LEGENDS

NEW YORK | 04.21.15

Chivas Regal 25 & TIME 100
coming together to
celebrate the most influential
people in the world.



 **CHIVAS**
LIVE WITH CHIVALRY

Enjoy Chivas responsibly

THE SUM OF ITS PARTS

IN OUR ANNUAL *TIME* 100 ISSUE, WE TELL 100 stories of individual influence. But taken together, these stories are an anthem to interaction, the convergence that occurs when you harmonize a good idea.

The technology that connects us also connects our worlds, of art and science and business and politics. So when we were debating whom to approach to write for this issue, we looked for people who could speak to their subject's influence in all its dimensions. Entrepreneur Elon Musk writes about Kanye West's "long game" as the music superstar moves into the worlds of fashion, design and philanthropy. Apple CEO Tim Cook is running the most valuable company on earth—but Congressman and civil rights icon John Lewis writes about how Cook has also used his position to elevate issues from privacy to the environment to LGBT rights. Former New York *Times* executive editor Jill Abramson writes of actor Emma Watson's work promoting gender equality as a U.N. Women goodwill ambassador.

For the third straight year, education activist Malala Yousafzai, 17, is the youngest person on the list. Two years ago Chelsea Clinton wrote about her; this year the tribute comes from Mezon Almellehan, a Syrian refugee in Jordan who was inspired by Malala to urge girls in her refugee camp to focus on going to school. "Education," Mezon writes, "is the only way to regain our spirit and control over our lives." The oldest person on the list is Tunisian President Beji Caid Essebsi, who at 88 finds himself the steward of the Arab world's youngest democracy.

Some jobs are best understood by those who have themselves faced the fire. We asked President Barack Obama to write about India's Prime Minis-

ter Narendra Modi. British Prime Minister David Cameron explores Haider al-Abadi's mission to hold Iraq together. Petro Poroshenko, the President of Ukraine, writes on German Chancellor Angela Merkel as they wrestle with how to challenge the aggressions of Vladimir Putin. The King of Jordan writes on the new King of Saudi Arabia even as the map of the Middle East looks increasingly blurry.

At *TIME* we know that great minds don't all think alike: politicians from very different ideological compass points are on the list because of their ability to steer our conversation in new directions. However much they may disagree, they recognize this quality in one another, which is why we asked Antonin Scalia to write on his fellow Supreme Court Justice Ruth Bader Ginsburg. "What only her colleagues know," Scalia says, "is that her suggestions improve the opinions the rest of us write, and that she is a source of collegiality and good judgment in all our work." Charles Koch and David Koch are best known for their industrial wealth and conservative activism, yet, as Senator Rand Paul writes, they are also champions of criminal-justice reform looking to fund more public defenders, overhaul sentencing and help parolees re-enter society. Anti-tax crusader Grover Norquist may extravagantly disagree with liberal economist Thomas Piketty's crusade to reduce income inequality, but he notes in his piece that "every prominent Republican has taken up the challenge," which speaks to a popular influence uncommon to academics who write 700-page tomes in French.

Every year we hope the *TIME* 100 will introduce you to influential people you might not have met before and encourage you to find out more about them. That's why we've featured a selection of books authored by honorees on this year's list (page 70), from ballerina Misty Copeland's memoir *Life in Motion* to Magnus MacFarlane-Barrow's account of how he came to found his charity Mary's Meals.

This double issue was designed by Chelsea Kardokus, with Natalie Matutschovsky as photo editor. For the sixth year, the issue was overseen by deputy managing editor Radhika Jones. "I've come to think of it as the *TIME* 200, because of all our influential contributors," she says. "It's so rewarding to put together these pairings of mentors, collaborators, rivals and friends."

Nancy Gibbs

Nancy Gibbs, EDITOR



Gibbs, left, and Jones review pages for the *TIME* 100



"IT'S NOT JUST
STREETLIGHTS.
IT'S ABOUT A SENSE
OF COMMUNITY."

ODIS JONES
CEO, PUBLIC LIGHTING AUTHORITY OF DETROIT

At one point, 40 percent of streetlights in Detroit didn't work.
This made life even more difficult for a city that was already struggling.

The Public Lighting Authority of Detroit devised a plan to reilluminate the city. But finding a bank to finance the project during Detroit's bankruptcy was challenging. Citi stepped up and committed its own capital, which encouraged other investors. So far, thousands of new LED lights have been installed, lighting the way as a model for similar projects around the world.

For over 200 years, Citi's job has been to believe in people and help make their ideas a reality.

citi.com/progress



ON TIME.COM

To visually unite our mix of TIME 100 cover subjects (including Misty Copeland, below, during rehearsal in New York City), photographer Sebastian Kim opted for minimalist, stripped-down portraits. For more on his process and to see additional images, visit time.com/sebastiankim.



JORGE RAMOS
(far left) is inspired by the late journalist Oriana Fallaci
ABBY WAMBACH
(below left) cites her high school soccer coach
DIANE VON FURSTENBERG
(below) salutes her mother, a Holocaust survivor
LEE DANIELS
(left) credits a magazine editor and a former agent

We interviewed TIME 100 honorees about their most important mentors and inspirations and what they hoped to accomplish with their own influence. Here, a preview of the videos available at time.com/time100mentors.



TIME 100 POLL

In advance of this special issue curated by TIME's editors, we asked readers to weigh in on who they think should make our list of the world's most influential people. Here are their top choices (showing the percentage of total votes received):

7%

VLADIMIR PUTIN
Russian President

6.9%

CL
South Korean rapper-singer

2.6%

LADY GAGA
Singer

1.9%

RIHANNA
Singer

Write to us

Send an email: letters@time.com. Please do not send attachments

Send a letter: **TIME Magazine Letters, Time & Life Building, New York, NY 10020**. Letters should include the writer's full name, address and home telephone and may be edited for purposes of clarity and space

Customer Service and Change of Address For 24/7 service, please use our website: time.com/customerservice. You can also call 1-800-843-8463 or write to TIME at P.O. Box 62120, Tampa, FL 33662-2120. **Back Issues** Contact us at help.single@customersvc.com or call 1-800-274-6800. **Reprints and Permissions** Information is available at time.com/time/reprints. To request custom reprints, visit timereprints.com. **Advertising** For advertising rates and our editorial calendar, visit timemediakit.com. **Syndication** For international licensing and syndication requests, email syndication@timeinc.com or call 1-212-522-5868



Please recycle this magazine and remove inserts or samples before recycling

COPELAND: SEBASTIAN KIM FOR TIME; VIDEO STILLS: BRANDON NEUBAUER FOR TIME (4)



A park is a gift.

(Pass it on.)

PHOTO: DARCY KIEFEL

SOMEWHERE, not far from where you live, The Trust for Public Land is protecting the places that make your community special—from neighborhood playgrounds, gardens, and trails to vast wilderness escapes.

Visit [tpl.org](https://www.tpl.org) today and preserve the gift of parks for generations to come.



A man with a beard, wearing a red t-shirt and blue overalls, stands in a brewery. He is leaning on a metal railing next to a large stainless steel tank. The tank has a label that reads "MASH/LAUTER TUN" and "CAP. 15 BBL". The background shows other similar tanks and industrial equipment. The Siemens logo is in the top left corner.

SIEMENS

© Siemens AG, 2015. All Rights Reserved.

Brewed with the most advanced digital technology.

Companies like Schlafly Beer rely on Siemens hardware and software to reinvent manufacturing.

A new era of manufacturing has dawned, one where manufacturers in every industry are relying on a highly skilled workforce and intelligent hardware and software to produce more complex products more efficiently than ever before. And they're turning to Siemens to get it done.

In St. Louis, Schlafly Beer doubled production without sacrificing the quality craft beers that built the company,

by implementing the Siemens BRAUMAT Compact system. Today, it has a distribution area the owners never thought possible.

Siemens is working with some of the most forward-thinking companies to do what matters most, like improving efficiency and productivity, making more with less and growing the economy.

siemens.com/schlafly



THE 100 MOST INFLUENTIAL
PEOPLE IN THE WORLD





HOME LANDS

WHERE THE
2015 TIME 100
WERE BORN

By Cleo
Brock-Abraham





“I’M LIVING IN THAT 21ST CENTURY

DOING SOMETHING MEAN TO IT

DO IT BETTER THAN ANYBODY YOU EVER SEEN DO IT

TITANS

SCREAMS FROM THE HATERS, GOT A NICE RING TO IT

I GUESS EVERY SUPERHERO NEED HIS THEME MUSIC.”

—KANYE WEST
ARTIST AND ENTREPRENEUR

LYRICS FROM “POWER”



Kanye West

BOUNDARY BREAKER

BY ELON MUSK

Kanye West would be the first person to tell you he belongs on this list. The dude doesn't believe in false modesty, and he shouldn't. Kanye's belief in himself and his incredible tenacity—he performed his first single with his jaw wired shut—got him to where he is today. And he fought for his place in the cultural pantheon with a purpose. In his debut album, over a decade ago, Kanye issued what amounted to a social critique and a call to arms (with a beat): “We rappers is role models: we rap, we don’t think.” But Kanye does think. Constantly. About everything. And he wants everybody else to do the same: to engage, question, push boundaries. Now that he’s a pop-culture juggernaut, he has the platform to achieve just that. He’s not afraid of being judged or ridiculed in the process. Kanye’s been playing the long game all along, and we’re only just beginning to see why.

Musk, an engineer and entrepreneur, is the CEO of SpaceX and Tesla Motors

Michaels watches Nicholson on SNL's 40th-anniversary show in February

PHOTOGRAPH BY LLOYD BISHOP





PRODUCER / 70

LORNE MICHAELS

KING OF COMEDY

By Jack Nicholson

When I called Lorne Michaels to talk about writing this piece, he mentioned that he'd been in the *TIME* 100 once before, in 2008.

And I wondered, Who could *TIME* have chosen in between as having more influence in comedy?

I've had the pleasure of trailing Lorne during an episode of *Saturday Night Live*, editing as he goes, writing as he goes, directing as he goes.

Hard to think of anyone more skilled at discovering extraordinary comedic performers, who have gone on to become household names in their own right. It's no wonder *SNL's* takes on current events have made headlines for 40 years.

But as Lorne's friend, I know that he is graciously suspect of admiration, and he understands that a discussion or dissection of humor is doomed to be dull. His credo: be funny and get on with it.

(Note to *TIME*: if this is too short, please remember that brevity is the soul of wit. If this is too long, ask Lorne for help—he's good at editing.)

*Nicholson is a three-time
Oscar-winning actor*

NBC

INVESTOR / 46

MELLODY HOBSON

FINANCE WHIZ

By Bill Bradley

I met Mellody Hobson when she was a senior in high school at a breakfast for Chicago business elite. Quite frankly, I don't remember any of the Chicago business elite, but I did remember Mellody because she made such a deep impression.

Mellody is determined, disciplined and enormously curious. I've seen her abilities manifested in the boardroom at Starbucks, where we both serve. She's always very direct. You do not have to wonder what Mellody's opinion is. She also has a deep commitment to improving financial literacy among moderate and low-income Americans.

From her efforts as president of Ariel Investments to her work in my presidential campaign, Mellody exudes a cheerful confidence that makes people want to follow her. She has said her goals are to do well, surrounded by interesting people, and change the world for the better. Since she's already doing those things now, just imagine what the next 30 years will bring.

Bradley is a former three-term Senator from New Jersey



APPLE CEO / 54

Tim Cook

A COURAGEOUS INNOVATOR

BY JOHN LEWIS

It could not have been easy for Tim Cook to step into the immense shadow cast by the late Apple co-founder, Steve Jobs. But with grace and courage and an unabashed willingness to be his own man, Tim has pushed Apple to unimaginable profitability—and greater social responsibility. He is setting a new standard for what business can do in the world. Tim is unwavering in his support of an

individual's right to privacy and is not only embracing equality and LGBT rights but advocating for change through his words and actions. His commitment to renewable energy is also leaving our planet a little cleaner and a little greener for generations yet unborn.

Above all, he has shown that

profitability and integrity can go hand in hand. Tim has done this while introducing, time and again, some of the most innovative products the world has ever seen. Tim Cook is proof that even the most successful companies can and should be judged by more than just their bottom line.

Lewis is a civil rights leader and Democratic Congressman from Georgia

THE APPLE WATCH, BEING RELEASED APRIL 24, IS THE COMPANY'S FIRST FORAY INTO WEARABLE COMPUTERS

Is your portfolio TOO LOCAL for a GLOBAL ECONOMY?

100%

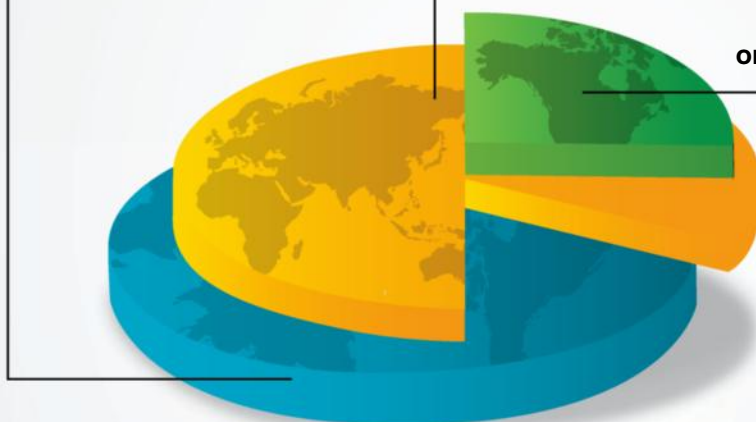
of the time, over the past 30 years, the top-performing equity market has been outside the U.S.¹

80%

of global GDP comes from non-U.S. countries.²

only **26%**

of the world's publicly traded companies are based in the U.S.³



Diversify your portfolio with Fidelity international funds.



FDIVX

FIDELITY® DIVERSIFIED INTERNATIONAL FUND

FIGFX

FIDELITY® INTERNATIONAL GROWTH FUND

FIVFX

FIDELITY® INTERNATIONAL CAPITAL APPRECIATION FUND

Fidelity has more than 400 research professionals around the world bringing you smart investing ideas. Get our full perspective and fund details now.



Fidelity.com/opportunity
800.FIDELITY

Before investing in any mutual fund, consider the investment objectives, risks, charges, and expenses. Contact Fidelity for a prospectus or, if available, a summary prospectus containing this information. Read it carefully.

Past performance is no guarantee of future results.

Stock markets are volatile and can decline significantly in response to adverse issuer, political, regulatory, market, or economic developments. Foreign securities are subject to interest rate, currency exchange rate, economic, and political risks, all of which are magnified in emerging markets.

¹Source: MSCI All Country benchmark returns 1983–2013.

²Source: Gross domestic product based on purchasing-power-parity (PPP) share of world total. IMF, Haver Analytics.

³Source: FactSet as of 11/30/2013. Data presented for the MSCI AC World Index, which represents 44 countries and contains 2,436 stocks. The index is not intended to represent the entire global universe of tradable securities.

Fidelity Brokerage Services LLC, Member NYSE, SIPC. © 2015 FMR LLC. All rights reserved. 675573.1.0

THERANOS CEO / 31

Elizabeth Holmes

TECH VISIONARY

BY HENRY A. KISSINGER

Elizabeth Holmes' is a story that could happen only in America. After her sophomore year she left Stanford to devote herself to a vision of health care available as a basic human right. When I was introduced to Elizabeth by George Shultz, her plan sounded like an undergraduate's dream. I told her she had only two prospects: total failure or vast success. There would be no middle ground.

Elizabeth accepted only one option: making a difference. Striking, somewhat ethereal, iron-willed, she is on the verge of achieving her vision—through a new method of blood testing that significantly reduces costs, tests for a whole range of infections and is mobile and can therefore be easily transported to underdeveloped regions.

Striving for prevention and early detection, she is dedicated to transforming health care around the world. She manages an expanding global business by the refusal to be daunted by any obstacle.

Elizabeth is in the process of turning an undergraduate's vision into a global reality. That she combines fierce and single-minded dedication with great charm makes her a formidable advocate. Others will judge the technical aspects of Theranos, but the social implications are vast.

Kissinger is a former U.S. Secretary of State and a Theranos board member



AIRFRANCE



FRANCE IS IN THE AIR



SHOPPING ROYAL IN PARIS

Paris-Charles de Gaulle: Enjoy a pleasant stopover and explore the many luxury shops or relax in the comfort of our lounges.

INDUSTRIALISTS / 79, 74

CHARLES KOCH & DAVID KOCH

IDEA MEN

By Rand Paul

Charles and David Koch are well known for their business success, their generous philanthropic efforts and for their focus on innovation in management. Some also know them for their activism in the political realm. All of these are important contributions to society. What is underappreciated is their passion for freedom and their commitment to ideas. Unlike many crony capitalists who troll the halls of Congress looking for favors, the Kochs have consistently lobbied against special-interest politics.

For decades they have funded institutes that promote ideas, not politics, such as Cato and the Mercatus Center. They have always stood for freedom, equality and opportunity. Consistent with their love of liberty, they have become prominent advocates for criminal-justice reform. The Koch brothers' investment in freedom-loving think tanks will carry on for generations, reminding all of us that ideas and convictions ultimately trump all else.

Paul is a U.S. Senator and a 2016 presidential candidate



David
Koch

Charles
Koch



YOUTUBE CEO / 46

Susan Wojcicki

CURATOR OF THE WORLD'S STORIES

BY BRIAN GRAZER

Susan Wojcicki is a truly charmed soul. She has this innate navigational system that enables her to operate on a higher plane. She is, in fact, connected to "the source"—that place where the super-gifted achieve a state of flow.

When Google was created in her garage, it marked a pivotal moment in the history of the world. This ignited Susan's epic journey, which today finds her at the helm of yet another transformational platform: YouTube.

Like me, Susan believes in the power of story and knows that everything and everyone has its own narrative that

deserves to be told. YouTube aggregates all of those stories, in all shapes and sizes, and makes them available to the world. It sounds simple, but the power of YouTube has made it the most valuable storytelling outlet our planet has ever seen.

Of course there are many other platforms, including the ones I primarily use in the form of theatrical releases and network and cable television, but the world goes to YouTube. We go there to find those

beautiful, creative experiments, and through them we discover new talent in all forms. Never before has this been possible at this scale.

It only makes sense that someone as transcendent as Susan would be the visionary behind YouTube's next evolution. Under her leadership, YouTube is becoming an even more ubiquitous experience, where the most inexpensive, rudimentary stories can be told right alongside those with unlimited resources. Consider the playing field leveled.

Grazer is an Academy Award-winning producer



Be *deliciously*

out of your comfort zone this weekend.

From Hilton Austin to DoubleTree Suites by Hilton Lexington,
you'll never run out of places for your taste buds to go exploring.

Always get the lowest price on your getaway, only when you book direct at

Hilton.com



Hilton



ICICI BANK CEO / 53

Chanda Kochhar

A BANKER WITH VISION AND REACH

BY ANSHU JAIN

You can't miss Chanda Kochhar as she walks through the Congress Centre at the World Economic Forum in Davos, Switzerland, or into a meeting of the board of directors of the Institute of International Finance, always resplendent in an elegant sari.

Her calm, soft-spoken and understated demeanor belies her strength of conviction and clarity of thought.

When Chanda speaks, people listen carefully.

She has shaped retail banking in India ever since she assumed her pivotal role in establishing ICICI Bank during the 1990s. As managing director and CEO since 2009, she has brought India's largest private bank a global vision and impressive returns, while also reaching out to the nation's masses with branches in remote villages where banks simply didn't exist.

When young women turn to her for advice, she tells them to put aside their unconscious inhibitions, saying, "Don't give up on something just because you think you can't do it."

I have yet to find anything Chanda can't do. She's a first-class leader, strategist and friend.

Jain is a co-chief executive officer of Deutsche Bank

KOCHHAR TRANSFORMED ICICI INTO A BANKING POWERHOUSE WITH NEARLY \$100 BILLION IN ASSETS

AIRASIA CEO / 50

TONY FERNANDES

AIR-TRAVEL COMPANION

By Richard Branson

More than 8 million people are in the air each day traveling in planes, trusting their lives to the care of strangers. Technicians, in-flight crew, pilots. You don't hear much when things go as planned. When things go wrong, there is terrible speculation, uncertainty and questions from every direction.

People reveal their true selves in the worst of times. After learning that AirAsia Flight 8501 had gone missing, Tony Fernandes stilled the chaos by being himself—a family man and a business leader. He guided his company and employees through the horror. As AirAsia continued to serve its passengers, Tony acted as a friend, father and son to families whose darkest days were not done.

The end of every journey is home. With his strength, candor and compassion, Tony helps get AirAsia's passengers home every day. And he continues to lead a company that has earned the trust of travelers.

Branson is the founder of the Virgin Group



PRODUCER / 55

Lee Daniels

EMPIRE'S CREATIVE ENGINE

BY OPRAH WINFREY

Nothing quite prepared me for working with Lee Daniels. Two years ago, I stepped onto the set of *The Butler* for my first appearance in a movie in 15 years. Lee was directing my first scene when he suddenly came from behind the camera, rushed over to me and shouted, "Stop acting!"

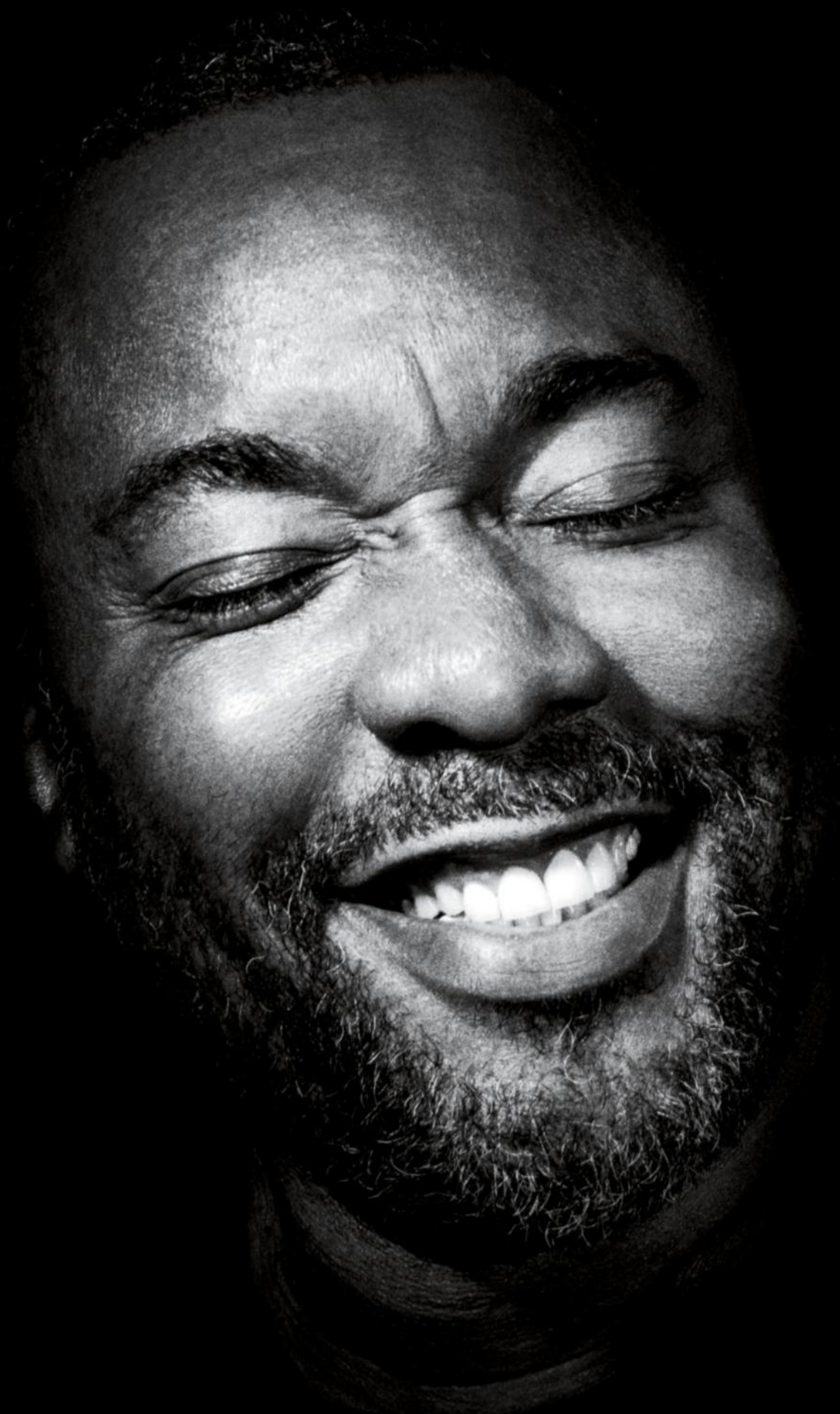
That's the reason actors love working with Lee. He forces you, in every breath, to stay in character. To find the bone-marrow truth in every scene, no matter what it takes to get there. He's a truth seeker. "Less is more" is his credo. "Give me 1/3 of that" is one of my favorite notes from him.

And now with the runaway success of Fox's *Empire*, his seductive new hip-hop drama, it seems like there is nothing Lee can't do. He is taking us all on an uninhibited, bodacious ride, bringing in new viewers each week at a pace that is unheard of in today's television landscape.

His eyes and ears are attuned to nuance. He knows how to rattle the nerves of the zeitgeist. He is an undeniable, singular voice, the likes of which we've rarely seen.

Winfrey is an actor and talk-show host and the head of the Oprah Winfrey Network

PHOTOGRAPH BY BENEDICT EVANS



INVESTOR / 47

REID HOFFMAN

SILICON VALLEY'S
GRAND MASTER

By Sean Parker

Back in 2004, when Mark Zuckerberg and I were starting Facebook, Reid Hoffman was the first person we called to fund the company. There has always been something different about Reid, owing to his gregarious good nature, honest advice and keen intellect. He set us up with Peter Thiel and suggested that Peter join the Facebook board; Reid was too busy launching LinkedIn, but he agreed to give us our first funding anyway.

Reid has tirelessly worked to channel the capabilities of social media toward a more productive purpose. LinkedIn succeeded in connecting the professional world, enabling social mobility on an unprecedented scale. The result was a revolution; the world was suddenly a much smaller, much more connected and ultimately much more productive place. And Reid remains a magnet for the smartest, most creative people looking to change the world through technology.

Parker is an entrepreneur and investor



REALITY STAR / 34

Kim Kardashian

THE FIRST LADY OF #FAME

BY MARTHA STEWART

Kim Kardashian is a media phenomenon. She has 29 million followers on Instagram and 31 million followers on Twitter, and her E! show, *Keeping Up With the Kardashians*, is considered appointment TV by a large and diverse audience.

Why? Why? Why? we might ask ourselves. Here are some very good reasons.

Beautiful in an exotic, totally exaggerated way, Kim exudes energy, sexuality, drama, determination, impetuousness and happiness. But she and her famous, entrepreneurial

siblings—shepherded by a savvy, tireless matriarch—have also expanded the very definition of family.

The Kardashians are a totally modern construct. They are a blended family, of Armenian descent, with biracial pairings (Kim is married to Kanye West) and a reportedly transgender parent. They work hard, and they stick together through thick and thin.

Despite the flamboyance, the self-aggrandizement and

the self-promotion (Kim set out to break the Internet by baring her bum in an extraordinary photograph), Kim comes across as an enviable big sister in a clan where everyone seems to love one another. Are they indeed today's Brady Bunch?

Where does Kim go from here? There seem to be very few barriers to further explosive success.

Stewart is the founder of Martha Stewart Living Omnimedia, an Emmy-winning TV host and a best-selling author

*Let your inner glow, glow.
Get out of the sun. Grab some shade.
There's nothing sexier than healthy skin.*

Protect your skin. Go with the beauty you
were born with. It looks great on you.



Go with your own glow™
SkinCancer.org

Follow us on



©2008-2015 The Skin Cancer Foundation Campaign created in cooperation with Laughlin Constable, laughlin.com



FED CHAIR / 68

Janet Yellen

MARKET MOVER

BY ANAT ADMATI

As the leader of the most important central bank in the world, Janet Yellen can impact economies around the globe. In Washington, where political wrangling often leads to paralysis, her Federal Reserve can actually decide and act.

Janet is special, being the first woman to occupy her job. She is a trailblazer. I cheer for Janet when watching her in action, and it's a privilege to discuss research and policy with her.

Janet is smart, experienced and deliberate. She doesn't push the flawed narrative that financial crises are like natural disasters. She willingly engages on whether current regulations are effective, including with critics like me.

No one person can bring about all the changes in laws, regulation and enforcement still needed to correct the financial system. But Janet Yellen matters a great deal. Her commitment and engagement give me hope.

Admati is a finance and economics professor at Stanford and a co-author of The Bankers' New Clothes: What's Wrong With Banking and What to Do About It



PHOTOGRAPH BY IAN ALLEN FOR TIME

RESTAURATEUR / 57

DANNY MEYER

DINING'S BEST BOSS

By Tom Colicchio

On a late summer day in 1992, Danny Meyer and I sat down in Union Square Park to talk about a new kind of restaurant—one that married the warmest form of great service with soulful, indelible food. The result was Gramercy Tavern, a restaurant that ushered in a new era of American dining. But that day in the park we didn't talk about menus or decor.

We talked about how to make people on both sides of the table feel valued and cared for. How putting employees first would translate to a memorable experience for our guests.

As Danny's business has grown, from a single restaurant to a nearly \$2 billion Shake Shack burger empire with outlets around the world, its core has never changed. It's what has made him a leader in our industry. I'm proud to have been his partner and still proud to be his friend.

Colicchio is a celebrated chef, television host and antihunger activist



XIAOMI CEO / 45

Lei Jun

CHINA'S SMARTPHONE KING

BY HANNAH BEECH

He wears casual shirts and jeans. He sells smartphones, presiding over glitzy, stage-managed unveilings of his new products. It's no wonder that Lei Jun, the founder of the Chinese cell-phone maker Xiaomi, is often compared to Steve Jobs. Yet even the late Apple visionary couldn't boast of expanding so swiftly within just five years of the company's founding.

During a single 12-hour period in April, Xiaomi sold 2.1 million phones online, boosting profits by eliminating middleman vendors. Critics contend that Lei's low-cost handsets borrow too heavily from Apple. They may have a point—Xiaomi's offerings include a

Mi Note phone and a Mi Pad tablet. But investors aren't worried. After another round of financing late last year, Xiaomi was valued at some \$46 billion, earning Lei's company the title of the world's most valuable tech startup. It's paid off for Lei, a multimillionaire who has become one of the richest people in China. But more important, Xiaomi is exactly the sort of disruptive tech company China needs as its economy tries to transition away from low-cost manufacturing.

In Chinese, Xiaomi means "little rice." Let the carb-loading begin.

Beech is TIME's East Asia bureau chief

▲
DURING AN ADDRESS TO THE NATIONAL PEOPLE'S CONGRESS, LEI SAID XIAOMI'S SALES WOULD GROW MORE THAN 50% IN 2015

LEI: CHINA/PHOTO PRESS/GETTY IMAGES; YELLEN: ILLUSTRATION BY JOEL KIMMEL FOR TIME



DISNEY CEO / 64

Bob Iger

MOGUL MOUSEKETEER

BY RUPERT MURDOCH

Inheriting a legendary brand is both a burden and blessing. Bob Iger could have been haunted by the past, but he has instead created a powerhouse for the company's future, diversifying the portfolio and yet not traducing the tradition.

Hollywood is full of what are loosely called "characters," a term that is sometimes merely a lousy excuse for bad behavior. But Bob is a thoughtful leader and an earnest individual, decent and dignified, farsighted and focused.

The common theme running throughout the Disney businesses is family—whether it's movies, television shows, theme parks, Broadway shows or cruises. They are beautifully and successfully integrated businesses. And there is no doubt ESPN is a juggernaut.

Hollywood blinked when Bob spent \$15 billion on Pixar, Lucasfilm and Marvel. But they turned out to be great and logical investments that have kept Disney on the front foot. Under Bob, Disney is hardly *Frozen* in time.

Murdoch is the executive chairman of News Corp. and chairman and CEO of 21st Century Fox

IGER HAS TRANSFORMED DISNEY INTO THE WORLD'S LARGEST ENTERTAINMENT COMPANY, WITH \$48.8 BILLION IN REVENUE IN FISCAL YEAR 2014

MICROSOFT CEO / 47

SATYA NADELLA

THE TURNAROUND ARTIST

By Aaron Levie

Satya Nadella is setting Microsoft up for greatness again. For decades, Microsoft had controlled the software world, but its grip slipped with the rise of mobile and cloud technologies. Though a longtime employee, Satya brought a fresh and almost revolutionary perspective to the CEO job, breaking with the past by building for new platforms first. In his short but impactful tenure, he has focused on driving openness where Microsoft was once closed, even when it has meant supporting competing services in the process. Changes that once would have been considered blasphemous—releasing open-source software, building on iOS and Android and even making Windows free in some cases—are turning Microsoft around. Satya is basically the star of one of those teen movies where the parents go out of town and the kid takes control of the place. And it's been great.

Levie is the CEO of Box



INVESTOR / 75

Jorge Paulo Lemann

ARTFUL DEALMAKER

BY CARL ICAHN

I'd put Jorge Lemann in the top four or five smartest people I know on Wall Street. A few years back, his investment fund 3G Capital—the dealmakers behind the \$28 billion buyout of Heinz in 2013—put a fair bit in our fund. Lemann and one of his associates, Alex Behring, had come over to my office to talk. It turns out Lemann spends some time in New York, and I said, "We should get together out in the Hamptons, hit a few balls." I used to be a club tennis player, and I figured, I can give him a pretty good game. "We'll bet on it!" I said. He's a quiet guy, and he just smiled and said, "Perhaps." And then Alex touched me on the arm and said, "I don't think you want to do that." "How come?" I asked. He said, "Well, he used to be one of the top players in the world." So I quickly said, "Forget the betting!" Like I said, he's a smart guy.

Icahn is the majority shareholder in Icahn Enterprises

It pays to tend to your flock.

Over the past 5 years, employee out-of-pocket expenses have risen nearly 40%.¹

Aflac can help protect your employees with cash to cover their bills in the event of a covered sickness or injury. And now employees' claims can get paid in a day with Aflac's One Day PaySM when they submit online.²

Small businesses like how easy it is to add voluntary coverage to their benefits at no direct cost. Especially when it is from Aflac, the number one provider of worksite/voluntary insurance sales for 13 consecutive years.³ Aflac may even be a pre-tax deduction, so when we say it pays to tend to your flock, it just might.

Call your local agent and visit aflac.com/smallbiz



Aflac SmartClaim[®]
One Day PaySM | **for**
SMALL
BUSINESS

¹2014 Employer Health Benefits Survey, The Henry J. Kaiser Family Foundation, September 10, 2014. ²One Day PaySM is available for most properly documented, individual claims submitted online through Aflac SmartClaim[®] by 3 PM ET. Aflac SmartClaim[®] not available on the following: Short Term Disability (excluding Accident and Sickness Riders), Life, Vision, Dental, Medicare Supplement, Long Term Care/Home Health Care, Aflac Plus Rider and Group policies. Individual Company Statistic, 2015. ³Eastbridge Consulting Group, U.S. Worksite/Voluntary Sales Report. Carrier Results for 2002-2014. Avon, CT. Coverage is underwritten by American Family Life Assurance Company of Columbus. In New York, coverage is underwritten by American Family Life Assurance Company of New York.



Mike McCue. CEO, entrepreneur, innovator and Wall Street Journal reader.

PEOPLE WHO DON'T HAVE TIME MAKE TIME TO READ THE WALL STREET JOURNAL.

Mike McCue always makes time for the Journal. He believes it moves the world forward with its reporting. Make time for The Wall Street Journal today. [#MakeTime](#)

Make time for the Journal.
\$12 for the first 12 weeks.
Visit [WSJ.com/12for12](#) today.

THE WALL STREET JOURNAL.
Read ambitiously



10
0

BY THE NUMBERS

HOW OUR INFLUENCERS STACK UP

By Maya Rhodan

USERS

1.5 BILLION
WINDOWS
1 BILLION
YOUTUBE
800 MILLION
ITUNES
347 MILLION
LINKEDIN

FANS

29.4 MILLION
FACEBOOK
FOLLOWERS
24.4 MILLION
18.4 MILLION
5.8 MILLION
2 MILLION

ACCOLADES

53
GRAMMY
NOMINATIONS
22
22
13

REID HOFFMAN

TIM COOK

SUSAN WOJCICKI

SATYA NADELLA

EMMA WATSON

KIM KARDASHIAN

KEVIN HART

BRADLEY COOPER

REESE WITHERSPOON

KANYE WEST

TIM MCGRAW

TAYLOR SWIFT

BJÖRK

ELIZABETH WARREN

BOB CORKER

MITCH MCCONNELL

LEE DANIELS

JORGE RAMOS

AMY SCHUMER

JOHN OLIVER

CONSTITUENTS

6.7 MILLION
POPULATION OF
MASSACHUSETTS
6.5 MILLION
POPULATION OF
TENNESSEE
4.4 MILLION
POPULATION OF
KENTUCKY

CITIZENS

1.4 BILLION
POPULATION OF CHINA
1.3 BILLION
POPULATION OF INDIA
1.1 BILLION
TOTAL CATHOLICS
320 MILLION
POPULATION OF
THE U.S.
144 MILLION
POPULATION OF RUSSIA

XI JINPING

NARENDRA MODI

POPE FRANCIS

BARACK OBAMA

VLADIMIR PUTIN

VIEWERS

17.3 MILLION
AVERAGE EMPIRE
AUDIENCE (INCL. DVR)
7.2 MILLION
SATURDAY NIGHT LIVE
2.3 MILLION
NOTICIERO UNIVISION
1.6 MILLION
INSIDE AMY SCHUMER
1.5 MILLION
LAST WEEK TONIGHT



“DANCE DOES TAKE BEING FEARLESS.

FEARLESS IN EVERY WAY. YOU’RE NOT ONLY

RISKING INJURY, FALLING, FORGETTING STEPS,

PIONEERS

BUT PUTTING YOURSELF AND PERSONAL EXPRESSION

OUT THERE FOR THE WORLD TO JUDGE.

I THINK IT TAKES A CERTAIN TYPE OF PERSON TO DO THAT.”

—MISTY COPELAND
SOLOIST, AMERICAN BALLET THEATRE

PHOTOGRAPH BY SEBASTIAN KIM FOR TIME



DANCER / 32

Misty Copeland

BALLET'S BREAKOUT STAR

BY NADIA COMANECI

Like all gymnasts, I've done some ballet—it's a part of our program. And people don't realize the tremendous amount of time and work you have to put in to do the maneuvers they do. Ballerinas like Misty Copeland look so beautiful and perfect, but it takes thousands of hours of hard work to make it look that easy.

It was an honor to learn that a movie about me inspired a 7-year-old Misty to see the joy in movement. When I competed in the 1976 Olympics, no one thought that a 14-year-old from a place people couldn't find on a map could contend. Misty proves that success is not about how you grow up or the color of your skin. Her story—of overcoming personal and physical challenges to become a soloist at the American Ballet Theatre—is the story of someone who followed her dreams and refused to give up. In that way, she is a model for all young girls.

It doesn't matter where you're from. If you have the passion like Misty, you can be the best at what you do.

Comaneci is a five-time Olympic gold medalist



Kelly sits in a training simulator in Star City, Russia, on March 4

PHOTOGRAPH BY MARCO GROB FOR TIME



ASTRONAUT / 51

SCOTT KELLY

MARATHON MAN

By John Glenn

Scott Kelly's yearlong mission aboard the International Space Station is indeed worthy of special note and attention. We need to know much more about human reaction to long-term spaceflight before any deeper exploratory missions can be planned. But what may be of greater significance to all of us here on Earth is research into the remarkable similarities between how the body changes in zero-G and how it changes as a result of ordinary aging. If we learn more about one, we could apply that same knowledge toward arresting both. We started this type of research when I returned to space in 1998, and I am very glad it is being continued with this mission. Scott's willingness to devote a year of his life in cooperation with his identical twin brother Mark, who will remain on Earth, may have a profound impact on all of us.

*Former Senator Glenn
was the first American to
orbit the earth*

BIOLOGISTS / 46, 51

EMMANUELLE CHARPENTIER & JENNIFER DOUDNA

CREATORS OF GENE-
EDITING TECHNOLOGY

By Mary-Claire King

No one, not even a bacterium, likes being infected by a virus, and early in evolution, bacteria developed a way to destroy viruses with exquisitely precise attacks. Very recently, Emmanuelle Charpentier and Jennifer Doudna figured out the inner workings of this bacterial self-protection, and then, in a tour de force of elegant deduction and experiment, they developed a plug-and-play version of that approach. Their technique, CRISPR-Cas9, gives scientists the power to remove or add genetic material at will. Working with cells in a lab, geneticists have used this technology to cut out HIV, to correct sickle-cell anemia and to alter cancer cells to make them more susceptible to chemotherapy. With CRISPR-Cas9, a scientist could, in theory, alter any human gene. This is a true breakthrough, the implications of which we are just beginning to imagine.

King is a geneticist and the discoverer of the BRCA1 cancer gene



Emmanuelle
Charpentier

Jennifer
Doudna



AIRBNB CEO / 33

Brian Chesky

TRAVEL REVOLUTIONARY

BY JONATHAN IVE

Brian Chesky's audacity is fabulous. He dares to believe that we shouldn't be strangers, that we can have a sense of true belonging whenever, wherever we travel.

With his remarkable startup, Airbnb, he saw a new way to build community through people's innate desire to connect with the world around them. The service that Brian and his partners imagined is soaringly ambitious and utterly practical.

As a designer (he graduated from the Rhode Island School

of Design), his obsession with detail and practicality doesn't confine or compromise his dreaming but rather makes what could so easily be noble but abstract ideas functional and real.

Staying in someone else's home is an intimate experience. It requires trust. Brian collaborates with designers, artists, architects, illustrators

and engineers to take guests and hosts on a gentle but exhilarating journey, enabled by a site that is as beautiful as it is functional.

Bringing people together is something of a passion for Brian, and with Airbnb he's helped create millions of personal connections. That's an achievement that even the best hotels in the world should envy.

Ive is the senior vice president of design at Apple



Everyone has a moment when tomorrow becomes real.

When tomorrow becomes real it's time to protect the ones you love. For over a hundred years Transamerica has helped people protect tomorrow with life insurance. Has tomorrow become real for you?



Visit **Transamerica.com** or speak with your financial professional.

Part of the  **AEGON** Group



WHAT'S NEXT?

WE ASKED
TIME 100
LUMINARIES TO
PREDICT THE
FUTURE
OF THEIR
FIELDS

By Eliana
Dockterman



DAVID CHANG
CHEF AND
FOUNDER OF
MOMOFUKU
RESTAURANT
GROUP

TIME 100
2010

GETTY IMAGES (9)

FOOD

Personal farms.

"The last U.N. report estimated that we throw away at least a third of all food. That seems dumb to me. And I think it's happening because we've lost the narrative that food takes time and life and energy. It would be great if everyone could have a little bit of a farm or a rooftop garden, or even chickens. If we understood the process that went into getting our food, I don't think we would be as wasteful."

EDUCATION

Better transcripts.



"Right now, transcripts have some statistics on your grades and maybe some standardized test scores. But in the future, they should include a portfolio of things you've created—robots you've built, programs you've written, things you've painted, whatever—along with what your peers and your community think of you as a leader, a communicator and an empathizer. This is already what people care about, but it hasn't been formally recognized."

SALMAN KHAN
EXECUTIVEDIRECTOR
OF THE KHAN
ACADEMY

TIME 100
2012

HEALTH

Smart-watch doctors.

"The common advice for most ailments is sleep more, eat less, get more exercise. But that information isn't tailor-made to your problems. Eventually, you'll have an implantable chip just beneath your smart watch that tells you in real time what's happening with your blood. So if you're starting to develop diabetes, your watch can tell you, every day, what you need to be doing to get healthier before it becomes a disease."



DAVID SINCLAIR
HARVARD
GENETICS
PROFESSOR

TIME 100
2014

MUSIC

Virtual realities.



"I have fans all around the world, but I can only do so many concerts. So to be able to have more people experience them through virtual reality, to make someone feel like they're there with you—that would be epic. Or even to put someone inside a music video or a song. God, I wish I had that sh-t during the 'Wrecking Ball' video. That's something I'm super looking forward to."

MILEY CYRUS
MUSICIAN

TIME 100
2008 & 2014

ARCHITECTURE

Bolder buildings.

"For excuses that are valid—like the recession—there has been a return to very banal and conservative ideas in architecture. It's not like people will come back in 40 years and say these buildings are terrible. We know that now. And that is a tremendous shame considering the progress we've made in terms of ideas and innovation in technology, material, fabrication and construction. I hope this does not have a very negative impact on what the future holds."



ZAHA HADID
ARCHITECT

TIME 100
2010

TECH

Rental everything.

"Ladders, lawn mowers, wheelbarrows—why does everyone need to own all this redundant stuff we use so little? Someone is going to come up with an Uber-like app that facilitates a sharing community for this day-to-day stuff. You could barter and trade household items. And there will be a tracking system so your neighbor can't say, 'Oh, I never borrowed that,' and you never see it again."



TONY FADELL
CEO OF NEST

TIME 100
2014

TV

Binge protection.



"Never in the history of etymology has the word binge been associated with something good. It's always, 'I binged that can of Pringles, and then I puked.' So—and I realize this makes me a huge hypocrite because I engage in this behavior myself—what if when you were going for your fourth straight episode of House of Cards, Netflix sent a message: 'You might want to go outside, kiss your spouse or call your mom'? That would be nice."

DAMON LINDELOF
CO-CREATOR OF
LOST AND THE
LEFTOVERS

TIME 100
2010

RETAIL

Charitable shopping.

"The one-for-one model [when a company donates an item for each one bought] is revolutionary. Customers like it, because they get to know what their money is benefiting. And for brands, it helps create a movement around a cause. Toms is a great example of a successful program, and I think other companies are hoping to do something similar. We're just seeing the beginning of brands doing good in the world, and that's very exciting."



SARA BLAKELY
FOUNDER OF SPANX

TIME 100
2012

MOVIES

More diversity.



"It's appalling that 100 years in, this industry is still so dominated by white men. The percentage of great films done by women is way higher than the percentage of great films made by men. And there are masterpieces from other parts of the world that can't afford to campaign and distribute like Hollywood studios. I think with YouTube and Netflix, that will start to change. And I hope for a medium that is more diverse in every sense—formats, races, genders and cultures."

ALFONSO CUARÓN
DIRECTOR OF
GRAVITY

TIME 100
2014



Everyone has a moment when retirement becomes real.

Together, we can help turn your hard work into a lifetime of retirement income with a Transamerica annuity. At Transamerica, we help make secure financial tomorrows for over 27 million people*. When will retirement become real for you?



Visit **Transamerica.com** or speak with your financial professional.

Part of the **AEGON** Group

*Transamerica served over 27 million people based on the total number of policies and accounts for the Transamerica companies and their insurance, financial and/or retirement affiliates in 2014.

Before investing, consider a variable annuity's investment objectives, risks, charges, and expenses. Call 1-800-525-6205 for a contract and fund prospectus containing this and other information. Please read it carefully. Certain conditions may apply. Guarantees are backed by the claims-paying ability of the issuing insurance company. Annuities issued in all states except New York by Transamerica Life Insurance Company, Cedar Rapids, IA and in New York by Transamerica Financial Life Insurance Company, Harrison, NY. Annuities are underwritten and distributed by Transamerica Capital, Inc. References to Transamerica may pertain to one or all of these companies.

032415INVBD

MEDIA MOGUL / 66

JIMMY LAI

A HERO IN HONG KONG

By Common

There are those who, when given the keys to wealth and the perks of the Establishment, choose not to rock the boat because of the backlash they might face. Jimmy Lai is not such a person.

Though he went from a child laborer in a garment factory to owning his own clothing line and media company, he rejected complacency and the status quo when he chose to criticize a powerful government and support a primarily student-led democracy movement in his beloved Hong Kong.

His courage in the face of the firebombing of his home, as well as his subsequent arrest for his role in challenging the ruling order, resonates around the world as an inspiration for those seeking self-determination. It was this kind of bravery that inspired me to mention the Hong Kong protests in my Oscar acceptance speech, and that reminds all of us to always strive to speak truth to power.

Common is a hip-hop artist and Academy Award winner



WATSON: CELESTE SLOMAN—UN WOMEN; LAI: PHILIPPE LOPEZ—AFP/GETTY IMAGES



ADVOCATE / 25

Emma Watson

INCLUSIVE INSPIRATION

BY JILL ABRAMSON

Emma Watson's alter ego Hermione Granger would doubtless approve of her HeForShe campaign and its gutsy, smart take on feminism.

It's especially refreshing to see men invited to join the fight for gender equality, as Watson pointedly did in launching the U.N. effort last fall, telling the men that it's "your issue too."

It's also refreshing to see her vigorous embrace of feminism, which Watson defines as "the theory of political, economic and social equality of the sexes." And apparently she lives by it. Although she is one of the world's

highest-paid actresses, she has spoken out about the paucity of female directors in Hollywood.

Watson was only 9 when she auditioned for the part of Hermione, and she appeared in every *Harry Potter* film to the end. She followed Hogwarts with a degree in English literature from Brown University.

Her HeForShe speech at Davos was an Internet sensation, but unsurprisingly, it drew the typical antifeminist rants

and even some threats. Watson chose to highlight the moving letters she has received from fathers who tell her they are investing new hope in the future for their daughters. But she was also frank about the bullying tactics of her detractors and one site that made an empty threat to release nude photos. Her confident and cool reaction: "If they were trying to put me off, they did the opposite."

Abramson, the former executive editor of the New York Times, is writing a book about the news business

▲
WATSON'S U.N. SPEECH HAS
BEEN VIEWED MORE THAN 8 MILLION
TIMES ONLINE



PSYCHIATRIST / 50

Vikram Patel

WELL-BEING WARRIOR

BY BARBARA VAN DAHLEN

It is hard to imagine a more difficult challenge than addressing the unmet needs of those from resource-poor countries who live with and suffer from mental-health disorders. And yet Vikram Patel has spent his career doing just that. Some champions of the underserved have a handful of talents on which they rely to maintain their momentum and sustain their efforts. Fortunately for those who are the most vulnerable and the most misunderstood, Patel has many. He is a gifted psychiatrist, a dedicated researcher, a successful author of books and academic papers, and he is an effective communicator. In fact, he seems to have an unending supply of these critical skills. And as a co-founder of the NGO Sangath and the Centre for Global Mental Health at the London School of Hygiene and Tropical Medicine, he helps spread the simple yet profound idea of mental health for all. He provides hope that mental illness and trauma make us neither weak nor unworthy of love and respect.

Van Dahlen is a psychologist and the founder of Give an Hour, a network of volunteer mental-health professionals, as well as the Campaign to Change Direction

▲
PATEL'S PASSION FOR MENTAL-HEALTH CARE IN THE DEVELOPING WORLD BEGAN IN 1993, WHEN HE WORKED IN ZIMBABWE

GENETICIST / 39

PARDIS SABETI

EBOLA DETECTIVE

By J. Craig Venter

When the Ebola epidemic began in West Africa, Dr. Pardis Sabeti led a team that did something critically important: it sequenced virus samples from infected patients almost as soon as the outbreak began. This marked the first in-depth use of real-time DNA sequencing in the midst of such a deadly pandemic. Pardis and her team were able to work out clearly that the virus was spreading human to human—not from mosquito bites or some pig vector or something else. There were so many theories out there, but her work proves that there's nothing like real data to get rid of myths and guesses and get down to the facts. Many of her scientific collaborators died during this outbreak. This is high-risk research, but it ended up saving a lot of lives too. There is no excuse not to do this kind of work with every outbreak that ever occurs in the future.

Venter, a biologist, was one of the first scientists to sequence the human genome



ACTOR AND PRODUCER / 39

Reese Witherspoon

HOLLYWOOD POWER PLAYER

BY MINDY KALING

Reese Witherspoon's portrayal of Cheryl Strayed in *Wild* was my favorite performance of any actor in any movie last year, or any year, for as long as I can remember. It was especially powerful because it was so risky. Virtually every character Reese has played could be described as "plucky" and "likable," but here was a troubled and heartbroken woman doing things we so rarely get to see women do onscreen, and she was still plucky and likable.

But the reason Reese is on this list is that she is no longer just a talented and famous actress. She is an icon. Yes, she is beautiful, and I would buy any lipstick or bottled water she is selling. Hell, I'd buy cigarettes if her picture were on the pack. But that's not it (even though I think she could make a lot of money doing that). Reese is an artist, but she is also a hustler, a quality I recognized in her the first time I met her. She's impatient that Hollywood won't generate the kind of quality roles she wants to play, so she creates quality roles by creating quality movies. That resourcefulness is what makes her someone I not only admire, but someone who inspires me. And that is influence.

Kaling is the creator and star of The Mindy Project

PHOTOGRAPH BY MARK MANN





ACTIVIST / 55

Bryan Stevenson

PURSUER OF JUSTICE

BY SERENA WILLIAMS

When I first heard Bryan Stevenson speak, I found myself admiring the way his gentle voice pulls you in to listen that much closer to the power behind his every word. But I imagine his mild manner is as much about delivering a clear message as it is his own way of conserving energy—for no one knows the steady pace that must be maintained on the long road to equality more than Bryan. For decades, he has dedicated himself to fighting poverty and challenging racial discrimination in the criminal-justice system with the perfect combination of unwavering passion and idealism.

Through the Equal Justice Initiative, which he founded in 1989, Bryan has combatted excessive and unfair sentencing, exonerated innocent prisoners on death row, challenged the abuse of the incarcerated and mentally ill, aided children prosecuted as adults and litigated on behalf of the poor as well as those whose race denied them a fair trial. This year, his organization's report on lynchings of African Americans in the Jim Crow South documented at least 700 previously unknown victims.

It is Bryan's belief that every person is more than the worst thing they've ever done, which is a lesson to so many that forgiveness is a necessary means to achieving equality for all.

Williams is the No. 1 women's tennis player in the world

JOURNALIST / 39

CHAI JING

GREEN FIGHTER

By Ma Jun

Chai Jing's 2015 documentary on pollution, *Under the Dome*, is one of the most important pieces of environmental awareness building ever in China.

Her very personal and powerful story is one that millions of people in China can relate to, which points to the reason it was viewed 200 million times just days after it was first

broadcast. Her background as an investigative reporter shines through as she weaves together complex scientific and policy issues into a coherent and compelling narrative that has empowered ordinary Chinese to join a policy debate for the first time.

In fact, the documentary has made even those who are cynical and indifferent express their desire to join the fight against pollution. Such vast public support, if properly harnessed, could play a profound role in China's crucial but challenging drive toward sustainability over the next 20 years.

Ma is a Chinese environmentalist and journalist



HUMANITARIAN / 47

Magnus MacFarlane-Barrow

SCHOOLKIDS' SAVIOR

BY GORDON BROWN

Scotland boasts great missionary heroes, including David Livingstone and Eric Liddell of *Chariots of Fire* fame. Now Magnus MacFarlane-Barrow is following in their footsteps.

His organization, Mary's Meals, will soon be feeding 1 million schoolchildren across 12 countries every day.

His work began in Bosnia, but a visit to Malawi, where a child told him his dream was having enough to eat, cemented his mission: to get thousands of girls and boys to come to school by providing a meal.

The impact has been breathtaking. Attendance figures have risen, by as much as 50% in some areas. And Magnus is right behind the #UpForSchool petition to get 58 million out-of-school children ages 6 to 11 into education.

This quiet-spoken father of seven won't rest while there are children to feed and to educate and to give a chance in life.

Brown is the U.N. special envoy for global education and a former U.K. Prime Minister

the exceptional lustre, texture and comfort of pure silk at a

special introductory price

regularly \$69.50-\$74.50

\$29.95



polo

Paul Fredrick



black

french blue

seafoam

ivory

dark magenta

butter



mock

pure silk, a smart choice.

Versatile and comfortable any season. Perfect for travel. It doesn't stretch or wrinkle. And, a guaranteed perfect fit.

your size

- regular: S,M,L,XL,XXL,3XL
- tall: XLT,XXLT

your style

- short sleeve mock or polo
- 6 colors

promo code **SWMSTA**

order now **800-309-6000** or **paulfredrick.com/puresilk**

new customer offer. limit four sweaters. shipping extra. not combinable with other offers. free exchanges. expires 5/31/15.



EDUCATOR / 36

Kira Orange Jones

LEADING
NEW ORLEANS'
CLASSROOM
COMEBACK

BY WALTER ISAACSON

This year is the 10th anniversary of Hurricane Katrina, and among the amazing aspects of the comeback of New Orleans is the reinvention of its school system. After an influx of charter nonprofits, the distinction between charter and public schools was virtually eliminated: all are empowered to run themselves and compete for students. Kira Orange Jones, a Bronx native, was one of the critical engines of innova-

tion. As Teach for America's executive director in New Orleans, she attracted educators from across the U.S. and developed ways for reformers, community members and veteran teachers to respect and learn from one another. To preserve the reforms, she ran for Louisiana's board of education and upset an entrenched incumbent. The public-

charter-choice model has been a success: since 2005, the on-time graduation rate has gone from over 50% to nearly 75%, the number going to college has more than doubled, and New Orleans now outperforms cities like Chicago, Denver and Miami on ACT tests.

Isaacson is the CEO of the Aspen Institute and a chair emeritus of Teach for America. He was the vice chair of the Louisiana Recovery Authority



Orange Jones with students at the John Dibert Community School in New Orleans, April 9

PHOTOGRAPH BY DAYMON GARDNER FOR TIME

ACTIVIST / 75

AURA ELENA FARFÁN

GUATEMALA'S TRUTH SEEKER

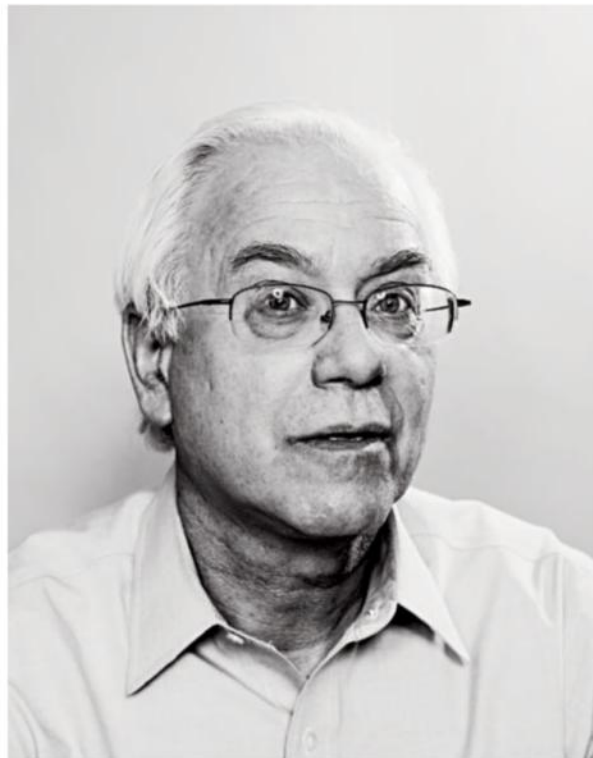
By Almudena Bernabeu

I visited Guatemala recently to do some work with forensic investigators and while there met with people whose family members had been buried in a recently exhumed mass grave. Supporting the families, as she so often is, was Aura Elena Farfán. Since the Guatemalan military abducted her brother in 1984, Aura Elena has been fighting for justice for the relatives of the tens of thousands who were disappeared or killed during the civil war. She is the founder of FAMDEGUA, an NGO that assists families in their search. Aura Elena has shown remarkable courage—and she gets results. Some of the former soldiers who committed the massacre at the village of Las Dos Erres in 1982—which Aura Elena has been investigating for many years—are now behind bars. She is an inspiration.

Bernabeu is an international attorney at the Center for Justice & Accountability



BLASER: JOÃO CANZIANI—AUGUST; FARFÁN: ILLUSTRATION BY JOEL KIMMEL FOR TIME



SCIENTIST / 66

Martin Blaser

MICROBIOLOGIST ON A MISSION

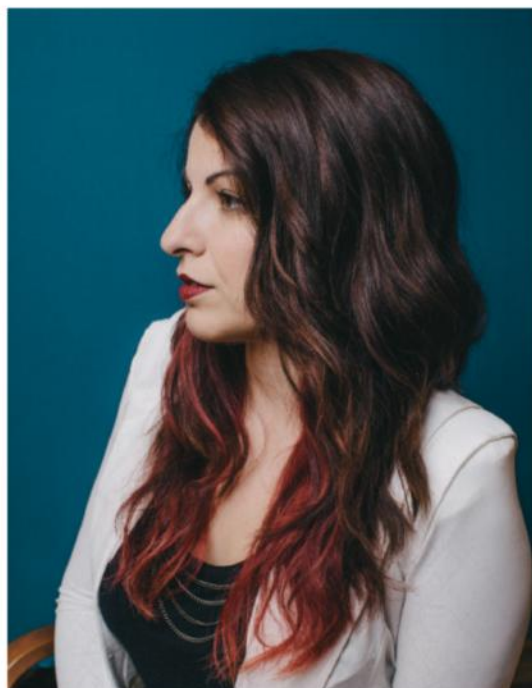
BY LOUISE M. SLAUGHTER

As a scientist and author, Dr. Martin Blaser is an incredibly important voice on the consequences of our rampant overuse of antibiotics. Right now, 80% of antibiotics sold in the U.S. are used on mostly healthy animals on factory farms. Over time, this has caused routine bacteria to mutate into untreatable superbugs, putting human lives at risk. Some food companies have responded to public pressure and taken action, but too many in Washington refuse to lift a finger to protect antibiotics, instead bowing to industries

that profit from maintaining the status quo. This is why we need people outside the government structure to move the conversation forward. Blaser's work is a stunning dose of reality in an environment flooded with corporate-agenda-fulfilling pseudoscience. If you care about your health and the future of medicine, read Blaser's book, *Missing Microbes: How the Overuse of Antibiotics Is Fueling Our Modern Plagues*.

Slaughter is a U.S. Congresswoman and a microbiologist

▲
BLASER STUDIES HOW CERTAIN GUT BACTERIA MAY BE FUELING MODERN DISEASES LIKE OBESITY AND DIABETES



ACTIVIST / 31

Anita Sarkeesian

GAMING'S FEMINIST ADVOCATE

BY WIL WHEATON

Anita Sarkeesian has played video games her whole life. In 2012, after observing that women represent about 40% of the gaming audience, she launched a crowdfunding campaign for *Tropes vs. Women in Video Games*, a web series that would “explore five common and recurring stereotypes of female characters in video games.” She hit her goal of \$6,000 on the first day and ultimately raised more than \$150,000. But she also became the target of vicious, misogynist harassment that included death and rape threats, pornographic vandalism of her Wikipedia page and a coordinated effort to have her Kickstarter flagged as terrorism. All of this because she wanted to have a conversation about the way women are portrayed in video games.

Anita is just the latest woman writer to prove the law coined by journalist Helen Lewis: that the sexist comments on any article about feminism justify feminism. In the face of hysterical and childish abuse, Anita has refused to back down. She continues to speak around the world about the role of women in video games and popular media. She also talks about her life as a target in the online culture war known as Gamergate, waged by entitled male gamers who fear change in an industry that is evolving while they seem determined to remain 15 forever.

Anita is a feminist for the digital age, using modern tools and platforms to engage thousands of people who want to hear her thoughts and respond to the challenges she raises. A lesser person may throw up her hands and unplug her game console, but Anita is determined to ensure that video games are inclusive and representative of everyone who plays them. As her detractors grow increasingly unhinged, we have proof that her efforts are working.

Wheaton is an actor and the author of Just a Geek

SURGEON / 50

TOM CATENA

SUDAN'S HEALING HAND

By Andrew Berends

Meeting Tom Catena is the closest I have come to meeting a saint. He runs the Mother of Mercy Hospital in the war-torn Nuba Mountains of Sudan with an unparalleled level of devotion to his Catholic faith and the Nuban people who seek his care. Much of the region falls under rebel control. Civilians struggle to survive amid ground fighting, aerial bombardment and starvation warfare at the hands of their government. Humanitarian organizations are prohibited from delivering aid. Catena defies the ban and is the only surgeon serving a population of 750,000 people. He works tirelessly, day and night, treating all ailments, war injuries and starvation. He tells me his greatest reward is the sense of peace that comes from serving people in need, rebels and civilians alike. In spite of the hardship, he is exactly where he wants to be.

Berends' film Madina's Dream is about the Sudan war



NEUROSCIENTIST / 56

Rudolph Tanzi

ALZHEIMER'S PIONEER

BY MARIA SHRIVER

I'm a child of Alzheimer's, and I know firsthand how scary it is to watch the mind of someone you love get slowly erased. I also know that despite the fact that we're in the middle of an epidemic, we simply don't yet have the drive—or the drugs—to put an end to Alzheimer's. But that doesn't mean there's no hope. Tanzi stands out as one of the few scientists who has committed his career to finding a cure for Alzheimer's, and last year he brought us one step closer. In a truly remarkable feat, Tanzi created what's been nicknamed “Alzheimer's in a dish”—human brain cells that, in a petri dish, develop the markers of this terrible disease. This makes it possible for scientists to better study which of the countless drugs out there might actually slow or wipe out this mind-blowing disease.

Shriver is an author, the executive producer of Still Alice and The Alzheimer's Project and the founder of the Wipe Out Alzheimer's Challenge

WAKE UP TO ENOUGH ENERGY TO BRING HOME THE BACON



©2015 American Egg Board

WAKE
UP TO
EGGS
with Bacon

Nobody knows eggs better than Bacon, Kevin Bacon. That's why I know an egg is a great way to get 6 grams of high-quality protein for 70 calories, and no sugar or carbs. Perfect for when you've got your hands full being carried by someone who's got their hands full.

IncredibleEgg.org



AID WORKER / 52

MUSTAFA HASSAN

GUARDIAN OF LOST CHILDREN

By David Miliband

The word *hero* is overused and misused. The story of Mustafa Hassan, an aid worker from Sudan, and his work as a child-protection manager at the International Rescue Committee shows where it *should* be used. From Darfur to Syria, Mustafa's life's work is focused on protecting young and innocent children caught up in the barbarity of war.

Thousands of Syrian children have arrived at the Za'atari and Azraq refugee camps alone, separated from their families, not knowing whether their parents are alive or dead. Then they meet Mustafa. With a team of 50 he does the meticulous detective work needed to reunite children with their families or connect them with foster families. Working tirelessly, below the radar, in some of the toughest conditions in the world, Mustafa and people like him restore our faith in humanity. Truly he is a hero, making the world better one life at a time.

Miliband, a former U.K. Foreign Secretary, is the president and CEO of the International Rescue Committee



ACTOR / 30

Laverne Cox

TRANSGENDER ICON

BY JAZZ JENNINGS

As a transgender child, I was always looking around for someone like me, because I thought I was the only one. It's hard to feel like that. But having support from my family changed everything. They helped me love myself and embrace who I am.

Not all trans kids are so lucky. And for them, having someone as visible and strong as Laverne Cox to look up to is

inspiring. She's done so many amazing things—not just acting on *Orange Is the New Black* but also loving herself enough to share her story with the world. She's a pioneer for our community.

When Laverne and I met for the first time, it was honestly so exciting. She started screaming

like a little girl, because she thought of *me* as a celebrity! She told me to keep up the good work, and how happy she was about my success. Now I want to do the same for her. Laverne, I love you and I'm so proud of you and you're definitely making a difference. Keep it up!

Jennings, 14, is an author, advocate and star of a forthcoming TLC docuseries

IN JULY, COX BECAME THE FIRST OPENLY TRANSGENDER PERSON TO RECEIVE AN EMMY NOMINATION

MAYWEATHER PACQUIAO



DIRECTV, THE UNDISPUTED LEADER IN SPORTS.

CHANNEL 123 HD | 124 | \$99.95 HD | \$89.95

CARDS AND SCHEDULES SUBJECT TO CHANGE AT ANY TIME

4 EASY WAYS TO ORDER ON DIRECTV:

ONLINE AT DIRECTV.COM/BOXING | TEXT "EVENT" TO 223322 | CALL 1-800-531-5000 | REMOTE STARTING MON, APRIL 27TH AT CHANNEL 123

SAT MAY 2 9^{PM} 6^{PM}
LIVE ON PAY-PER-VIEW



©2015 Showtime Networks Inc. and HBO Pay-Per-View®, a division of Home Box Office, Inc.® All rights reserved. SHOWTIME and related marks are trademarks of Showtime Networks Inc., a CBS Company. HBO PPV® and HBO® and related channels and service marks are the property of Home Box Office, Inc. Additional \$5 charge if an operator-assisted order. Standard text message & data rates apply when ordering by text. Purchases via remote control will only be accessible on the TV and will not be accessible on any other device. To order Pay Per View programming with your remote control, all the DIRECTV receivers must be continually connected to the same landline. To order Pay Per View programming, a DIRECTV subscription is required. To access DIRECTV HD programming, HD equipment is required.

PODCASTER / 45

Sarah Koenig

THE INVESTIGATOR
IN YOUR EAR

BY EWAN MCGREGOR

How often is it that you rush home with the shopping or from work, make yourself a cup of tea and switch the phones off, then dim the lights so that you can be totally uninterrupted for 40 or 50 minutes to listen to a radio program? For weeks on end this past fall that's what I and millions of others did every Thursday. I am of course referring to the podcast *Serial*. To say it was addictive is an understatement.

Sarah Koenig talked to me in the bath, in the kitchen and in the subway, and although I knew there were plenty of others listening—the series has been downloaded more than 80 million times—she had an uncanny knack for making me feel like she was talking just to me. She and her team explored in incredible detail the real-life murder case of Hae Min Lee, who was last seen on Jan. 13, 1999. We shared in Koenig's doubts and discoveries, thoughts and confusion; we became entangled in the mystery by listening to recordings of her phone calls with the imprisoned Adnan Syed, who, rightly or wrongly, was convicted of killing Hae.

Koenig played us recordings from the courtroom and police interviews with suspects and witnesses. She searched out key players in the story and inquired about their recollections of a single day from 15 years ago. Suddenly, investigative journalism became our hobby, our passion. People were talking about it everywhere you went. It was a true cultural phenomenon, and radio was once again front and center in our daily lives. I can't wait for Season 2, and neither can millions of my closest friends.

McGregor is a Scottish actor now directing his first feature film, American Pastoral



IAN ALLEN FOR TIME



“THERE ARE ENDLESS POSSIBILITIES IF YOU JUST STEP OUTSIDE YOURSELF A LITTLE BIT.”

- Barbara Van Dahlen, founder and president of Give an Hour™

Learn about Barbara's journey at
TIME.com/realpossibilities

AARP
Real Possibilities

IF YOU DON'T THINK
“**I STILL GOT IT**”
WHEN YOU THINK AARP

THEN YOU DON'T KNOW
“**aarp**”



A new you, within reach. The life you've dreamed of having is actually very possible. To make it real doesn't require major tasks or grand gestures. It's about making small and simple steps to help you figure out what you really want, and then starting to make that happen. Whether it's starting a new career, building a new business or living a dream, Life Reimagined provides real help to pursue your possibilities and connect with a community to make it happen.

Find more surprising possibilities at aarp.org/possibilities

LifeReimagined
AARP Real Possibilities



MUST READS

NOTEWORTHY
BOOKS FROM
TIME 100
INFLUENCERS

By Olivia B.
Waxman

MARIE KONDO'S *THE LIFE-CHANGING MAGIC OF TIDYING UP* is the new bible of decluttering.

REID HOFFMAN'S *THE START-UP OF YOU* offers tips on how to grow your personal brand.

JEB BUSH'S *IMMIGRATION WARS* describes his vision for reform.

ELIZABETH WARREN'S *A FIGHTING CHANCE* is a memoir about the Oklahoma native's path to the Senate.

HILLARY CLINTON'S *HARD CHOICES* looks back at her experience as Secretary of State.

CHARLES KOCH'S *THE SCIENCE OF SUCCESS* explains Koch Industries' approach to business.

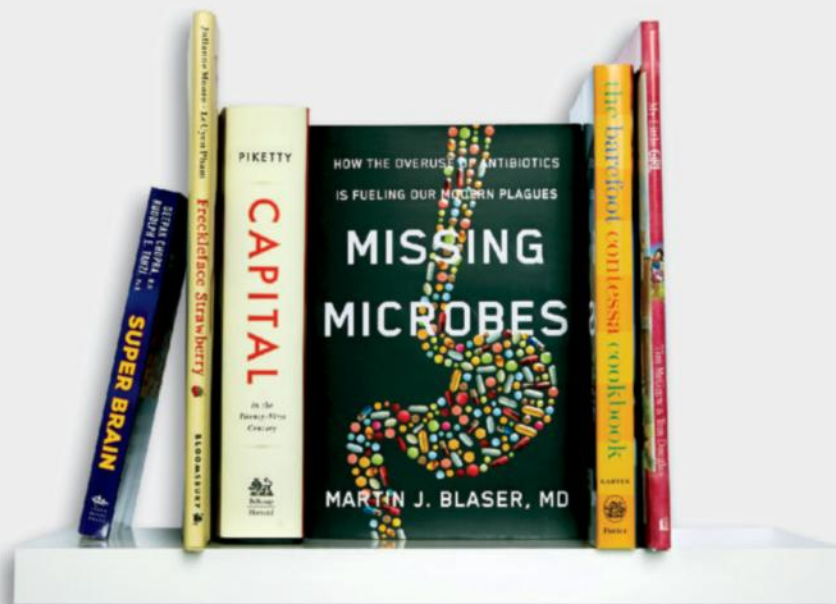
MALALA YOUSAFZAI'S *I AM MALALA* profiles the Nobel Peace Prize winner.

XI JINPING'S *THE GOVERNANCE OF CHINA* is a history of the country's Communist Party.

KIM KARDASHIAN'S *SELFISH* is a collection of selfies.

JORGE RAMOS' *A COUNTRY FOR ALL* argues for the legalization of undocumented immigrants.

HARUKI MURAKAMI'S *THE WIND-UP BIRD CHRONICLE* is a novel



about a man whose search for his lost wife uncovers WW II secrets.

SAMANTHA POWER'S *A PROBLEM FROM HELL* criticizes leaders for failures in confronting genocide.

VIKRAM PATEL'S *WHERE THERE IS NO PSYCHIATRIST* is a guide for health care workers in developing countries.

JILL SOLOWAY'S *TINY LADIES IN SHINY PANTS* reflects on the TV writer's sex and dating escapades.

MISTY COPELAND'S *LIFE IN MOTION* details how she went from homelessness to American Ballet Theatre stardom.

DIANE VON FURSTENBERG'S *THE WOMAN I WANTED TO BE* is about managing a family and a fashion empire.

MAGNUS MACFARLANE-BARROW'S *THE SHED THAT FED A MILLION CHILDREN* is a memoir about founding a highly effective charity.

BRYAN STEVENSON'S *JUST MERCY* chronicles the activist lawyer's rise from poverty.

CHIMAMANDA NGOZI ADICHIE'S *AMERICANAH* is a novel about a young Nigerian woman who moves to the U.S.

RUDOLPH TANZI'S *SUPER BRAIN* explains the brain.


JULIANNE MOORE'S *FRECKLEFACE STRAWBERRY* is about a redhead who realizes she likes her freckles.

THOMAS PIKETTY'S *CAPITAL IN THE TWENTY-FIRST CENTURY* discusses wealth and inequality.

MARTIN BLASER'S *MISSING MICROBES* critiques the overuse of antibiotics.

INA GARTEN'S *THE BAREFOOT CONTESSA COOKBOOK* is her first collection of comfort-food recipes.

TIM MCGRAW'S *MY LITTLE GIRL* is about dad-daughter adventures.



NOT ALL THOSE
WHO WANDER
ARE LOST.

—J.R.R. TOLKIEN

kindle voyage

BRILLIANTLY CRISP DISPLAY • REMARKABLY THIN DESIGN
EFFORTLESS PAGE TURNING • LIGHT THAT ADJUSTS WITH YOU

amazon



“I JUST WANT TO GET BETTER,

THAT’S BASICALLY WHAT IT IS.

I REALLY WANT TO JUST KEEP GETTING BETTER

A R T I S T S

AND BETTER AND BETTER AND BETTER ...

THERE’S LITERALLY NO DIFFERENCE IN MY MIND-SET

FROM WHEN I WAS A STUDENT.”

—BRADLEY COOPER
ACTOR

PHOTOGRAPH BY SEBASTIAN KIM FOR TIME



ACTOR / 40

Bradley Cooper

THE CINEMATIC CHAMELEON
BY OLIVER PLATT

I met Bradley Cooper in 2007, shooting an arc on the FX drama *Nip/Tuck*. Our characters had this wonderfully twisted relationship: I was a closeted TV producer in mad, unrequited love with Bradley, the ambitious, manipulative star of my soap opera. During our first take, he grabbed me by the lapels, threw me against a wall and launched into this insane in-character, off-script rant about how my not going to the gym was breaking his disgusted heart.

Apparently, in our line of work, this is how great friendships begin. Turns out this psycho was in fact a loving, grounded, hard-working fellow whose priorities in life are his dog Charlotte, the Philadelphia Eagles and showing up for people he cares about.

And yes, he's a dazzling actor. *Silver Linings Playbook*, *American Hustle*, *The Elephant Man*—these are increasingly brave, eccentric, breathtakingly diverse performances. I barely recognized him in *American Sniper*; physically and emotionally, he actually kind of disappeared.

It's hard to make people, especially your friends, forget who you are onscreen. But Bradley's that good. And I think we've seen only a hint of what's to come.

Platt is an actor who lives in New York City



DIRECTOR / 54

Richard Linklater

THE UNORTHODOX FILMMAKER
BY ETHAN HAWKE

Before becoming one of the foremost film directors of our generation, Richard Linklater worked nights as the bellman/valet at a fancy business hotel in Austin. One evening he picked up a young VIP from the airport. From the back of the hotel van, the man asked Rick how he liked his job.

"This is the best job I've ever had," he said. "I sit on my ass and get to read and write all night—basically what I'd be doing at home for free. I swear I'm nearly done with all of Tolstoy. Plus, I get to eat as much as I can find, and I usually take some home with me."

"Interesting," the man said. Then Rick asked him, "And how do you like your job?"

"Not so much," the man answered. "You see, I've been hired by the national office to

find more ways to be efficient at the Austin location and, well . . . you're fired."

We may never understand Rick's unorthodox path and how it led to movies like *School of Rock*, *Before Sunrise* and *Boyhood*: the vegetarian baseball star from Huntsville, Texas; the years of hard labor on offshore oil rigs in the Gulf of Mexico; teaching himself the history of film through the ingenuity of starting the Austin Film Society (with the help of a local Kinko's and a 16-mm projector). But the consistent thread in Rick's career has been a passion for cinema that cannot be defeated or undermined in any way.

Hawke is an American actor, screenwriter and novelist

LINKLATER'S OSCAR-NOMINATED FILM *BOYHOOD*, WHICH HE SHOT OVER 12 YEARS, WAS PRESIDENT OBAMA'S FAVORITE MOVIE OF 2014

LINKLATER: PETER HAPPAK FOR TIME

*Ofilí in his studio in
Trinidad in March*

ARTIST / 46

CHRIS OFILÍ

VISIONARY PAINTER

By David Adjaye

Chris Ofili's extraordinary talent is to speak about contemporary issues through the romance of painting. He achieved early success in London—winning the Turner Prize and representing Britain at the Venice Biennale—almost as soon as he emerged. With works like *No Woman, No Cry* and *The Holy Virgin Mary*, both breathtaking and controversial in equal measure, he positioned himself as an artist who could redefine art practice by affirming the relevance of painting for the 21st century. Since moving to Trinidad, he has drawn inspiration from the island, its natural beauty and its distinct cultural tropes.

Incredibly, he has re-emerged with an equally powerful relevance. In his work, he seeks to speak to political issues; his is a social imperative. He asks questions about our time through intoxicating visual compositions that examine peripheral modernities and enable us to make sense of our world.

*Adjaye is an award-winning
Ghanaian-British architect*

PHOTOGRAPH BY IAN ALLEN FOR TIME

ACTOR / 48

Julianna Margulies

AN ADVOCATE ON AND
OFF THE SCREEN

BY KIRSTEN GILLIBRAND

When I met Julianna Margulies last year, it didn't take long to recognize a kindred spirit. It wasn't just that we quickly began finishing each other's sentences. It was her passion, fearlessness, empathy and an unwavering determination to make a difference in people's lives off the screen that resonated with me.

We began talking about Erin's Law, a bill she has been fighting to get passed that's named after Erin Merryn, who was sexually abused as a child for years but never told anyone because she was ashamed. Julianna said, "Erin's Law has passed in 19 states, and Erin will not stop until all 50 have it. Until we give every kid a voice."

But you could tell Julianna isn't going to stop either. She puts her heart and soul into every issue she cares about. She's not afraid to dream big and do what she loves, whether it's in her acting career, in her advocacy or being a mom. It's because of women like Julianna that I know we can and will change the world.

Gillibrand is a U.S. Senator from New York



The Spirit of America™

Leadership

Since 1945, Mutual of America has successfully served the pension and retirement needs of our customers as they plan for a financially secure future. They recognize our dedication to the values that also make our country strong: service, leadership, trust, innovation and caring.

Visit mutualofamerica.com or call us at 1-866-954-4321 to learn more.

MUTUAL OF AMERICA
Your Retirement Company®

Mutual of America® and Mutual of America Your Retirement Company® are registered service marks of Mutual of America Life Insurance Company, a registered Broker/Dealer, 320 Park Avenue, New York, NY 10022-6839.

COMEDIAN / 33

AMY SCHUMER

THE HONESTY BOMB

By Tilda Swinton

Amy Schumer is the girl you knew at your fantasy school—yeah, her at the back with the quick, dangerous eyes. When you wished the funny ones were also kind, when you wondered why none of the clever ones had real guts, when you wanted sexy to look like something properly glamorous and more interesting than an action figure, it was Amy you were dreaming up.

She's the one most likely to be on your side when the bullies circle in. That's her face, there, that one pushing in to save you, elbowing them out of the way. She's the one who misses nothing: who buys no bullsh-t, fitted with a radar as keen as a rabbiting spaniel.

She's the first in the water every time, fully clothed with the abandon only 8- or 80-year-olds tend to display, and she urges us to join her. I'm in.

Amy's got your back.

She's in your corner.

She's an honesty bomb.

And she's coming for you.

Swinton is an Academy Award-winning actor



DESIGNER / 31

Alexander Wang

THE COOL KID OF FASHION

BY KARLIE KLOSS

Alexander Wang and I met when we were both just beginning our careers—I was 15, and he was 24. The thing I remember most about that first meeting was that he was just so cool. He was a completely original mashup of youthful energy, street culture and high fashion. When I walked my first show for him, it was the coolest I'd ever felt or could ever hope to be. But that's the secret to his designs.

What I've seen him do in the past eight years is nothing short of remarkable. He is everywhere. His fashion shows

are now some of the most hotly anticipated of Fashion Week. His name pops up in rap lyrics. He's taken over as creative director at Balenciaga. Last year, he did a collection with H&M that flew off the shelves.

The trick to his success isn't just raw talent and a dedicated work ethic but his unique ability to make high fashion ubiquitous. The core of his empire is built on the fact that he loves his work and relishes his industry.

It's a testament to Alex's skill

and personality that at such a young age, he's captured the attention of veterans in the industry. Everyone loves being around Alex—he's full of life and a loving friend. Even after an exhausting full season, his spirit is irrepressible. He's one of the most fun and fabulous people I've had the pleasure of working with and knowing. His parties always have a dance floor, and you can always find him in the middle of it.

Where else would you expect to find the coolest kid in fashion?

Kloss is a supermodel and the co-founder of Karlie's Kookies

▲
WANG HELD HIS FIRST FASHION SHOW WHEN HE WAS 15—AT HIS BROTHER'S WEDDING RECEPTION IN A SAN FRANCISCO HOTEL

You can't predict what they'll
get into out there, but you can in here.

TEMP₂O™ SHOWER TECHNOLOGY



© 2014 Masco Corporation of Indiana

Take the guesswork out before they get in with Delta® Temp₂O Shower Technology. The water-powered LED display changes color based on your water temperature so you can be confident knowing your family will get the right, safe temperature every time. To learn more, visit deltafaucet.com/temp2o.





PRODUCER / 49

Jill Soloway

A SINGULAR
STORYTELLER

BY ALAN BALL

Years ago, I read a short story by Jill Soloway about the personal assistant of a successful Hollywood TV actress who is tasked with addressing tabloid rumors that her boss bleaches her anus. Oh, and she—the assistant, not the actress—is unable to achieve orgasm. She also attends a 12-step group for celebrity assistants to deal with her

“shanger,” that uncomfortable place between shame and anger. It’s a really *short* short story, barely a handful of pages, and yet within those Jill managed to convey the very real pain of a soul yearning to be authentic in a completely inauthentic world, as well as that soul’s eventual success in achieving desired

authenticity. It was absurd, sad, uncomfortable, hilarious, angry, compassionate and brilliant. It was my first encounter with Jill’s singular, audacious voice, which continues to speak loudly for all who yearn for an authentic life—and we are all the better for it.

Ball is the Emmy-winning creator of True Blood and Six Feet Under



*Soloway in August 2014 on the L.A. set of *Transparent**

PHOTOGRAPH BY
MICHELE ASSELIN

ACTOR / 35

CHRIS PRATT

A REAL LEADING MAN

By Amy Poehler

Chris Pratt is here to save us—from aliens, dinosaurs and general boredom. America has decided he is its next big movie star, and I understand why. It's not because of his broad shoulders and humble roots. It's not because he looks like the perfect combination of a guy you know mixed with a guy you want to be. It's because he has that something special. That magic thing that lets you know he is used to working hard and isn't interested in wasting your time. He's a facile and generous actor who is very smart but never concerned about proving that to you. He doesn't forget that this whole thing is supposed to be fun, which I had the pleasure of seeing firsthand on *Parks and Recreation*. He is a real man in a sea of ciphers, a good father and friend, and one naturally funny dude. Pratt may spend the next few years riding horses or chasing comets, but he can land a joke with a natural ease that most people spend a lifetime trying to achieve.

Poehler is an actor, writer and producer



SOLOWAY: CONTOUR BY GETTY IMAGES; McDONALD: JOHN SCARISBRICK FOR TIME; PRATT: ILLUSTRATION BY JOEL KIMMEL FOR TIME



ACTOR AND SINGER / 44

Audra McDonald

THE ANGELIC VOICE

BY CARRIE UNDERWOOD

Beautiful. Intelligent. Extraordinarily talented. These are just a few words that describe the incomparable Audra McDonald. She has acted on television and in movies, graced theater and concert stages and given a gift to countless fans with a voice that I can only describe as being blessed by God.

Audra has accomplished incredible things in her career. She's won more Tony awards than any other Broadway performer, most recently for playing Billie Holiday in *Lady Day at Emerson's Bar and Grill*. But I feel the greatest legacy she will leave behind lies in the works she does for others.

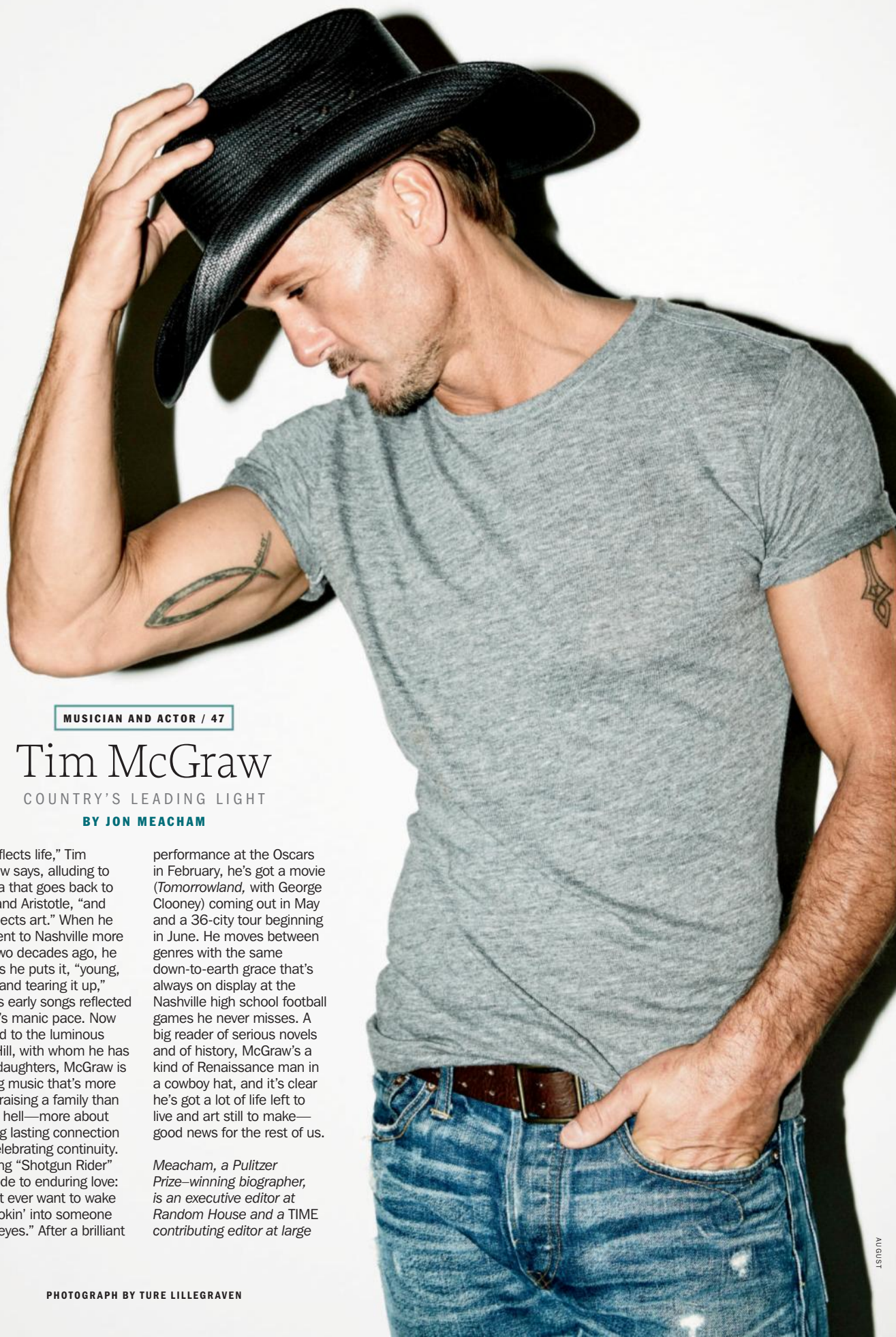
Never afraid to stand up for what she believes, Audra is a strong voice speaking out for humane treatment of animals, dignity for the homeless and

marriage equality.

I had the pleasure of getting to know Audra during our time on NBC's telecast of *The Sound of Music Live!* and I can honestly say that simply being in her presence was a gift. She is mesmerizing. I would often find myself messing up lines or songs because I was in awe of everything she was doing as the Mother Abbess.

I knew from the moment I heard her angelic voice that I was in the presence of greatness, and my thoughts about her were only intensified when I saw a glimpse of her amazing heart. I am proud to call myself her fan—and to call her my friend.

Underwood is a seven-time Grammy-winning singer-songwriter



MUSICIAN AND ACTOR / 47

Tim McGraw

COUNTRY'S LEADING LIGHT

BY JON MEACHAM

"Art reflects life," Tim McGraw says, alluding to an idea that goes back to Plato and Aristotle, "and life reflects art." When he first went to Nashville more than two decades ago, he was, as he puts it, "young, single and tearing it up," and his early songs reflected his life's manic pace. Now married to the luminous Faith Hill, with whom he has three daughters, McGraw is making music that's more about raising a family than raising hell—more about seeking lasting connection and celebrating continuity. His song "Shotgun Rider" is an ode to enduring love: "I don't ever want to wake up/ Lookin' into someone else's eyes." After a brilliant

performance at the Oscars in February, he's got a movie (*Tomorrowland*, with George Clooney) coming out in May and a 36-city tour beginning in June. He moves between genres with the same down-to-earth grace that's always on display at the Nashville high school football games he never misses. A big reader of serious novels and of history, McGraw's a kind of Renaissance man in a cowboy hat, and it's clear he's got a lot of life left to live and art still to make—good news for the rest of us.

Meacham, a Pulitzer Prize-winning biographer, is an executive editor at Random House and a TIME contributing editor at large

BEHOLD: THE 540-MPH DESK.

Work is fast. But you can move faster. Delta First Class lets you outpace your next meeting in midair with more Wi-Fi than any other carrier, expanded workspace, and more. So you arrive on time and ahead of the game. No wonder more people choose Delta than any other airline.

KEEP CLIMBING



Features differ according to flight type/destination/aircraft. Terms and conditions apply.
To review full terms and conditions, please visit delta.com/firstclass



IWantToBeRecycled.org



KEEP AMERICA
BEAUTIFUL



*“I want
to be
a bench.
Recycle me.”*



COMEDIAN / 35

Kevin Hart

HUMOR'S HONEST BROKER

BY CHRIS ROCK

Luther Vandross once said that anybody can make people scream, but you've got to be great to make people be quiet. For a long time, the only person who could make me scream and then make me be quiet was my grandmother holding a belt.

But three years ago, I saw Kevin Hart at his sold-out show at Madison Square Garden—not an announced sold-out, a *real* sold-out, with bikes in the aisles and people on the handlebars. And Kevin did what only a really great comedian can do. He made Madison Square Garden feel like a small comedy club. When he wanted them to, he had the audience screaming. And when he wanted them to pay attention, they were quieter than a football player at a murder trial.

Right now, Kev is the biggest stand-up comedian in the country. I don't even think there's a No. 2, to be honest. I wrote, directed and starred in *Top Five* with Kevin Hart. And I made sure Kevin was in every ad. I put emails from Kevin in my movie. I shouldn't have even called it *Top Five*; I should've called it *Kevin Hart Presents Chris Rock's "Top Five With Kevin Hart."* Hillary should announce Kevin as her running mate and be done with it.

After he makes you laugh for an hour, you feel like you're his friend—you feel his joy and his pain. If he has asthma, you have asthma. That's because Kevin's *vulnerable*. When he's

talking about his kids, his kids know more than him. He's not afraid to be "father knows less." That makes him a new kind of cool. Not a keep-a-distance-from-the-audience kind of cool, but a lovable, show-your-warts kind of cool.

In Kevin's comedy, there's the minute observations of Jerry Seinfeld, the family-oriented storytelling of Bill Cosby and the open-wound honesty of Richard Pryor. But mostly there's a lot of Kevin Hart.

I recently told Jerry, "Kevin's at the big-boy table now, and nobody's telling him to go away." But we all agree he should pick up the check.

Rock is a comedian, actor and director

NOVELIST / 37

CHIMAMANDA NGOZI ADICHIE

CONJURER OF CHARACTER

By Radhika Jones

It's the rare novelist who in the space of a year finds her words sampled by Beyoncé, optioned by Lupita Nyong'o and honored with the National Book Critics Circle Award for fiction. But the Nigerian writer Chimamanda Ngozi Adichie is just that sort of novelist. A MacArthur "genius" grant recipient, Adichie writes of the complex aftermath of Nigeria's colonial history and her nation's rise to prominence in an era when immigration to the West no longer means a one-way ticket. With her viral TEDxEuston talk, "We Should All Be Feminists," she found her voice as cultural critic. (You can hear it rising midway through Beyoncé's woman-power anthem "Flawless.") She sets her love stories amid civil war (*Half of a Yellow Sun*) and against a backdrop of racism and migration (*Americanah*). But her greatest power is as a creator of characters who struggle profoundly to understand their place in the world.

Jones is a deputy managing editor of TIME





ACTOR / 54

Julianne Moore

FEARLESS STAR

BY TOM FORD

Fearless. That is the first word that comes to mind when I think of Julianne Moore. Of course, the words *beautiful, elegant, smart, loyal* and *steadfast* can be used to describe her too.

I was fortunate enough to witness Julianne's incredible skill as an actress firsthand when we worked together on a film that I directed called *A Single Man*. I remember looking through the camera lens before the first take and realizing that she projects something very rare: an actual luminosity that is dazzling in life and that can be captured on film. This is the difference between an actor and a star.

Julianne's character off set is just as magnetic as her on-screen presence. She has an inner beauty that will never fade. She is down to earth and real. For my 50th birthday we went white-water rafting in Idaho, where we had no baths or toilets for five days. She seemed just as comfortable in the wilderness, stripped of the trappings of stardom, as she is in front of the camera.

Julianne is one of the greatest actresses working today, but she's also a wonderful human being. I am honored to call her my friend.

Ford is a fashion designer and director

DIRECTOR / 44

CHRISTOPHER NOLAN

PHILOSOPHER OF SCREEN

By Michael Caine

From *Batman Begins* to *Interstellar*, I did six blockbusters in a row with Christopher Nolan. I don't think I've done two blockbusters in a row with anyone else.

I used to call him the new David Lean, but he's not. He's the Christopher Nolan.

Aside from being a brilliant director, he's a brilliant screenwriter with an element of surprise and an intelligence that's quite extraordinary. Just when you think that's where we're going, he says, "Let's go over there!"

Christopher is very secretive, and each film has a code title. He had us call *Inception* by the name *Oliver's Arrow*. On the set, no matter how hot it is, he wears an overcoat and sips tea all day. You wouldn't be able to pick him out as the director. There's no shouting and screaming—he's a very quiet gentleman. If you get it wrong, you just do it again. It's like working with a philosopher.

Caine, a two-time Academy Award winner, recently starred in Kingsman: The Secret Service



AUTHOR / 30

Marie Kondo

ORGANIZER IN CHIEF

BY JAMIE LEE CURTIS

I have been following Marie Kondo's simple, clear rules for a decluttered life since way before they were written. My mother was an early adopter of order, and I the apple from her very organized tree.

But I have learned a few tricks from this modern-day "Marie Poppins," who has turned decluttering—what I have called brooming for decades—into shelf help, an art form with a legion of newly neat devotees. Her book, *The Life-Changing Magic of Tidying Up*, is a literal how-to-heave-ho, and I recommend it for anyone who struggles with the material excess of living in a privileged society. (Thanks to Ms. Kondo, I kiss my old socks goodbye.)

What I love most about her method is the respect she suggests we show our soon-to-be-departed possessions. If they don't "spark joy" in our hearts, as she puts it, then we should pause to acknowledge our memories together and let them spark joy for someone else.

To show you how serious my respect for Ms. Kondo is: if I ever get a tattoo, it will say, Spark Joy!

Curtis is an acclaimed author and actor

KONDO'S *THE LIFE-CHANGING MAGIC OF TIDYING UP* HAS SOLD MORE THAN 2 MILLION COPIES WORLDWIDE

SATIRIST / 37

John Oliver

COMEDIC AGENT OF CHANGE

BY ELIZABETH BIERMAN

I felt so excited and honored when I learned that John Oliver would feature the Society of Women Engineers as a worthy recipient of scholarship donations on his show. After John mentioned SWE, many more people suddenly became aware of us and our mission to encourage women to become—and stay—engineers.

John is powerful because he isn't afraid to tackle important issues thoughtfully, without fear or apology. But he's unique because he uses irreverent humor to make people think. The U.S. needs more engineers, especially women, who are so under-represented in the field, and we're doing something about it. The show's mention helped SWE raise more funds than we could have hoped for—money that would otherwise have taken our society many years to raise. This small consideration from John Oliver inspired many to donate and help young, aspiring female engineers pursue their degrees and positively impact our world.

Bierman is the president of the Society of Women Engineers

THE NEWEST THING IN BATTERIES ISN'T 100% NEW.

Introducing *Energizer*® EcoAdvanced™



TM



Our longest-lasting alkaline is also the
WORLD'S FIRST AA battery made with **4% RECYCLED BATTERIES**.

that's positivenergy™

energizer.com/ecoadvanced



© 2015 Energizer
Energizer, Energizer Bunny design, EcoAdvanced, card
and label graphics and other marks are trademarks of Energizer.



RECRUITED
BY MORE
THAN 500 TOP
COMPANIES.

INSPIRED
BY WORLD-
RENOWNED
RESEARCH.

ENHANCED
BY A LIFELONG
PROFESSIONAL
COMMUNITY.

Our globally recognized faculty and
forward-thinking curriculum provide a phenomenal
business education at every level. The sure path
for advancing your career starts right here.
Now let's begin.

go.wisc.edu/WSB



WISCONSIN
SCHOOL OF BUSINESS

UNIVERSITY OF WISCONSIN-MADISON



TOGETHER
FORWARD®

© 2015 Board of Regents of the University of Wisconsin System

1 0
0

POWER TOOLS

THE OBJECTS
THAT INSPIRE
OUR
INFLUENCERS

By Charlotte Alter

1. LEE DANIELS' DUBBLE BUBBLE

"In my childhood, it was my go-to food when bad things happened," says the *Empire* creator. "Now I chew it during meetings with my agent, to remind myself that I don't want to be poor again. Because I could accept work for a dollar if I really love something."

2. BOB IGER'S WINSTON CHURCHILL FIGURINE

"It was carved by a dear friend of my father's and given to me as a gift when I was 11 or 12," says the Disney CEO. "It's been on every one of my desks for almost 40 years as a reminder of leadership, perseverance and eternal hope that good conquers evil."

3. ELIZABETH WARREN'S FAMILY PHOTO

"It's from a trip to Legoland with a herd of nieces, nephews and grandkids," says the Massachusetts Senator. "When things get tough, I look at that picture, smile and remember that I'm fighting for their future."

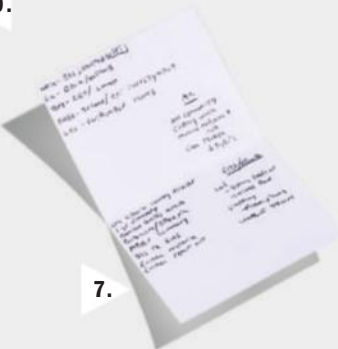


10.

3.



7.



8.



6. INA GARTEN'S TAYLOR SWIFT CD

"Taylor's a very positive person, and I admire that enormously," says the chef. "'Shake It Off' is a brilliant message in a world that can be much too critical."

7. TOM FRIEDEN'S INDEX CARD

"Every day, I have one, and it's folded in half," says the CDC director. "The outside has my schedule for the day, and the inside has two halves: the top is the people I need to call, the bottom is the things I need to do. It keeps me on track and allows me to be proactive."

8. DANNY MEYER'S DESK OWL

"This was always on my dad's desk, and he and I cooked together when I was a kid," says the restaurateur. "Even though he's not here, I still love him deeply."

9. MISTY COPELAND'S NECKLACE

"Once my boyfriend gave it to me, I never took it off," says the ballerina. "It's nice to feel like you have support from outside the dance world."

10. PARDIS SABETI'S NINE INCH NAILS CD

"While I was working on my Ph.D., from 5 p.m. to 9 a.m. the lab was mine, so I would turn on *Pretty Hate Machine*," says the geneticist. "It became the air that I breathe. It became the soundtrack of my life."

11. SCOTT KELLY'S MULTITOOL

"Keeping track of tools in space can be one of the most challenging parts of working in microgravity," says the astronaut. "A simple multitool device helps with everyday tasks."

4.



6.



5.



11.



9.

1.



4. RUTH BADER GINSBURG'S PIN

"On days when I need extra energy, courage, staying power or luck, I wear my mother's pin," says the Supreme Court Justice.

2.



5. DIANE VON FURSTENBERG'S CAMERA

"I take it everywhere because I keep a visual diary," says the designer. "It is my friend, my reliable tool for immortality."

Pur Brains



Lisa Genova,
Author



Kristen Stewart,
Actor



Sandy Oltz,
Early-Stage Advisor



Julianne Moore,
Actor

MADE a MOVIE

to Inspire Hope & Ignite Change

IN THE FIGHT TO WIPE OUT
ALZHEIMER'S DISEASE.

→→ Join us at
alz.org/mybrain

*The Women of
"Still Alice"*

Maria Shriver,
Executive Producer

Pam Koffler,
Producer

Dr. Maria Carrillo,
Chief Science Officer

Elizabeth Gelfand Stearns,
Co-Producer

alzheimer's  association®

THE BRAINS BEHIND SAVING YOURS.™



“THE IDEA OF BEING INVISIBLE

HAS BEEN INGRAINED IN OUR CULTURE FOR TOO LONG ...

NOW WITH THE NEW NUMBERS

LEADERS

WE ARE BEING SEEN.

OUR VOICE IS BEING HEARD.”

—JORGE RAMOS
ANCHOR, UNIVISION AND FUSION

PHOTOGRAPH BY SEBASTIAN KIM FOR TIME



Jorge Ramos

AMERICA'S NEWS ANCHOR
BY CHRISTIANE AMANPOUR

Jorge Ramos is silver-haired and gray-eyed, but inside that ring of steel beats a heart of gold.

Ramos wrangles with President Obama and House Speaker John Boehner; he swims the Rio Grande; he says he asks every question as if it's his last, determined to get an answer or go down trying. What happened to immigration reform? He knows he has a voice and is not afraid to use it. He shouts from every rooftop that Hispanic rights are human rights.

After decades on the cutting edge of the news agenda, Jorge Ramos, who grew up in Mexico, is waging the campaign of a lifetime, which is also a defining issue for America, the country he calls home.

To Democrats and Republicans he says Hispanics are "truly tired" of what he has dubbed their "Christopher Columbus syndrome." "They discover us during the presidential campaigns and then they forget about us," he says.

With another presidential election coming up, if anyone can move this needle, Jorge Ramos can—and he must.

Amanpour is CNN's chief international correspondent and host of Amanpour



Modi on the campaign trail in Gujarat state in April 2014

PHOTOGRAPH BY KEVIN FRAYER



GETTY IMAGES

PRIME MINISTER / 64

NARENDRA MODI

INDIA'S
REFORMER-IN-CHIEF

By Barack Obama

As a boy, Narendra Modi helped his father sell tea to support their family. Today, he's the leader of the world's largest democracy, and his life story—from poverty to Prime Minister—reflects the dynamism and potential of India's rise.

Determined to help more Indians follow in his path, he's laid out an ambitious vision to reduce extreme poverty, improve education, empower women and girls and unleash India's true economic potential while confronting climate change. Like India, he transcends the ancient and the modern—a devotee of yoga who connects with Indian citizens on Twitter and imagines a “digital India.”

When he came to Washington, Narendra and I visited the memorial to Dr. Martin Luther King Jr. We reflected on the teachings of King and Gandhi and how the diversity of backgrounds and faiths in our countries is a strength we have to protect. Prime Minister Modi recognizes that more than 1 billion Indians living and succeeding together can be an inspiring model for the world.

*Obama is the 44th President of
the United States*



CHANCELLOR / 60

Angela Merkel

GERMANY'S RESOLUTE DIPLOMAT

BY PETRO POROSHENKO

I became President of Ukraine right after Russia annexed Crimea and began supplying its weapons and mercenaries to Donbass. They were later followed by Russian regular troops. We desperately needed a strong reaction from the world to the brutal aggression against the sovereign nation: a tool kit that included immediate decisive steps, a longer-term vision, significant political weight and, most important, courage matched by unswerving commitment to democratic values. This came with the diplomatic effort led by German Chancellor Angela Merkel and her shaping of the Normandy format of talks between Ukraine and Russia, which saw the participation of Germany and France for the peaceful resolution of a conflict that still

risks becoming a full-scale war in the heart of Europe.

Throughout this diplomatic effort, during which I have had 60 conversations on the phone with Mrs. Merkel over the past nine months, I have often asked myself: Is it unbending faith, true German persistence, meticulous attention to detail or perhaps a strong combination of all these qualities that drives Angela?

The June meeting in Normandy, the October discussion in Milan but most dramatically the 17 hours of overnight talks in Minsk in February were not simply a test of diplomacy, leadership and efficiency but a test of willpower.

I vividly remember, when

many attempts to agree with Vladimir Putin on a badly needed cease-fire turned out to be in vain, it was Angela Merkel who would go on, calmly saying, "O.K., but why shouldn't we go back to discussing?" so that no one could doubt she would walk out with a result.

Recently in Berlin she described her general approach as working to turn the impossible into the possible.

Angela Merkel managed to leverage German economic power into diplomatic power to lead a major security effort on behalf of the world, which, most importantly, entrusted her with that effort. This attainment has been fully recognized not only by her partners but by her harshest political opponents as well.

Poroshenko is the President of Ukraine

SENATOR / 62

BOB CORKER

THE PRAGMATIST OF CONGRESS

By Lamar Alexander

Curious about tunnels smuggling supplies from Egypt to Gaza, U.S. Senator Bob Corker hailed a jeep, rode to the border, inspected the tunnels and that afternoon showed photographs to a startled Benjamin Netanyahu. In Chattanooga, Corker's penchant for aggressive fact finding caused this former construction executive and mayor to help 10,000 families find decent homes.

Now it has thrust the junior Senator from Tennessee into bipartisan deals on debt, financial regulation, immigration and Iran. In 2014 he voted with the majority of Republican Senators 85% of the time, but he is a conservative who prizes results over speeches. He is unafraid to challenge President Obama and unafraid to work with him.

His tough-minded pragmatism and grasp of economics have restored prestige to the Foreign Relations Committee and are reminiscent of George H.W. Bush's skilled team. If he is not President himself, Corker is an obvious choice for Secretary of State or Treasury.

Alexander is the senior Senator from Tennessee





This cloud stands up to any storm.

Microsoft Azure scales to enable AccuWeather to respond to 10 billion requests for crucial weather data per day. This cloud rises to the challenge when the weather is at its worst.

This is the Microsoft Cloud.

learn more at microsoftcloud.com

 **Microsoft Cloud**



FIRST LADY / 66

Rula Ghani

AFGHANISTAN'S
MODERN WOMAN

BY KHALED HOSSEINI

Afghanistan has not been this abuzz about its First Lady since Queen Soraya appeared unveiled in public in the 1920s. It is already clear that unlike her predecessor Zeenat Karzai, Lebanese-born Rula Ghani will not be happy standing anonymously behind her husband Ashraf Ghani. She will be heard. She will

be seen. And she will be hands-on.

Ghani, who has a long history of activism, has already vowed to work to improve living standards for women in a country where they have historically struggled to be treated fairly. She will have her work cut out for

her, as a non-Afghan and as a Christian woman in a Muslim nation. But she is highly educated, articulate and quite evidently passionate. Can Rula Ghani help usher in the beginning of a new era for Afghan women? Like many fellow Afghans, I can't wait to find out.

Hosseini is the author of And the Mountains Echoed



Ghani at her desk at the presidential palace in Kabul

PHOTOGRAPH BY NEWSHA TAVAKOLIAN FOR TIME

PRESIDENT-ELECT, 72 MUHAMMADU BUHARI

A NEW CHOICE
FOR NIGERIA

By Aryn Baker

Muhammadu Buhari made history in March by becoming the first candidate to oust a sitting Nigerian President through the ballot box. Now he has to live up to voters' expectations. From battling the Boko Haram insurgency to tackling endemic corruption, Buhari has many challenges ahead. The greatest may be overcoming his past as a military ruler who seized power in 1983. Already the born-again democrat is demonstrating the inclusivity necessary to lead a nation riven by ethnic and religious tensions. "We must begin to heal the wounds and work toward a better future," he said in his April 1 victory speech. "We do this first by extending a hand of friendship and conciliation across the political divide." It's a promising start for a President-to-be who wants to leave a legacy to match the historic conditions of his election.

Baker is TIME's Africa bureau chief



PRIME MINISTER, 40

Alexis Tsipras

GREECE'S RISING STAR

BY PABLO IGLESIAS

At his campaign's closing rally in Athens, Alexis said to me, "We should meet now, but if you don't mind, let's do it at my house. I'd like to spend some time with my kids." That's who Alexis Tsipras is: a family man who can talk politics while his two little ones hang around his neck. When he was one of the Greek left's young leaders, he understood that in politics you have to aspire to win and that the most important thing you can do is defend your country. This follower of Panathinaikos, this fan of rock 'n' roll who used to travel around by motorcycle before being elected Prime Minister, became the hope of Greeks facing the disastrous

effects of the austerity policies that had been imposed on their country. Today he is a responsible head of government who has impressed Europe with negotiating skills that combine wisdom and principle. It's no accident that Greeks rate his government higher than any other in recent years. Alexis Tsipras represents a Europeanism shared by those of us who understand that democracy on our continent has to be linked to sovereignty and social justice.

Iglesias is the secretary general of the Spanish leftist party Podemos

AT 40, TSIPRAS IS THE YOUNGEST GREEK
PRIME MINISTER IN 150 YEARS

TSIPRAS: MATT CARDY—GETTY IMAGES; BUHARI: ILLUSTRATION BY JOEL KIMMEL FOR TIME



Home. Cooked. GOODNESS

The taste of togetherness.



The Happy Family Banquet

2 (5 oz.) Filet Mignons
2 (5 oz.) Top Sirloins
4 (3 oz.) Polynesian Pork Chops
4 (4 ½ oz.) Chicken Fried Steaks
4 (4 oz.) Omaha Steaks Burgers
4 (3 oz.) Gourmet Jumbo Franks
20 oz. pkg. All-Beef Meatballs
16 oz. pkg. Omaha Steakhouse® Fries
4 Caramel Apple Tartlets

42449WHL

Reg. \$232.00 | **Now Only \$49⁹⁹**



ORDER
NOW &
**SAVE
78%**

Plus get 4 more
Burgers **FREE**



1-800-811-7832 ask for 42449WHL | www.OmahaSteaks.com/grin11

Limit of 2 pkgs. at this price. Your 4 free burgers will be sent to each shipping address that includes # 42449. Limit of 1 free box of 4 (4 oz.) Omaha Steaks Burgers per shipment. Standard S&H will be added per address. Not valid with other offers. Expires 5/31/15. ©2015 OCG | 504C120 | Omaha Steaks, Inc.

PRESIDENT / 62

VLADIMIR
PUTIN

RUSSIA'S IRON MAN

By Ian Bremmer

"Behave or else," say leaders of the world's most powerful countries—and Vladimir Putin continues to choose "else." He does it in ways that strengthen his hold on a nation increasingly under stress. The Russian President is significant in any year, because no one in the world has amassed greater political authority in a country so important to international politics and the global economy. Putin's place on this year's list comes thanks to his gravity-defying ability to confront the West in ways that boost his popularity in a country suffering through an economic meltdown for which his own policies are largely responsible. No leader arouses more fascination around the world, because his actions speak a language of defiance that so many of his people want to hear, lifting him to levels of popularity that other leaders can only envy. How long can he remain aloft? Don't bet against him quite yet.

Bremmer, TIME's foreign-affairs columnist, is the president of Eurasia Group, a political-risk consultancy



ACTIVIST / 51

Obiageli Ezekwesili

VOICE FOR GIRLS IN PERIL

BY SISTER ROSEMARY NYIRUMBE

Like northern Uganda, where I live, northern Nigeria is very isolated. For many years, the women who were abducted from our region remained invisible. So although I have not met Obiageli Ezekwesili, I know the #BringBackOurGirls campaign that she championed is very important. It would have taken a long time to raise awareness about the girls taken by Boko Haram without her using her platform as a former Minister of Education.

We need to remember that these girls are undergoing psychological and maybe physical torture. So I love that the campaign says, "Bring back our girls," and not "Bring back my child." Everybody is in unison with the parents and the relatives. Everyone is feeling their pain. Everyone will be ready to embrace the girls and offer

them care and compassion if they are rescued or manage to escape.

It has been a year, and the girls haven't been rescued, but she has made a difference by speaking about it. Not just speaking but shouting. I know some people will say she is too loudmouthed. The loud mouth is needed. People hear it.

Nyirumbe runs St. Monica Girls' Tailoring Centre, a school for former captives of the Lord's Resistance Army and disadvantaged women in Gulu, Uganda

EZEKWESILI FOUNDED AN ANTICORRUPTION GROUP AND SERVED IN THE NIGERIAN GOVERNMENT FOR FIVE YEARS. SHE CURRENTLY WORKS FOR THE OPEN SOCIETY FOUNDATION



SENATOR / 65

Elizabeth Warren

PROGRESSIVE CHAMPION

BY HILLARY CLINTON

It was always going to take a special kind of leader to pick up Ted Kennedy's mantle as senior Senator from Massachusetts—champion of working families and scourge of special interests. Elizabeth Warren never lets us forget that the work of taming Wall Street's irresponsible risk taking and reforming our financial system is far from finished. And she never hesitates to hold powerful people's feet to the fire: bankers, lobbyists, senior government officials and, yes, even presidential aspirants.

Elizabeth Warren's journey from janitor's daughter to Harvard professor to public watchdog to U.S. Senator has been driven by an unflagging determination to level the playing field for hardworking American families like the one she grew up with in Oklahoma. She fights so hard for others to share in the American Dream because she lived it herself.

Clinton is a former U.S. Secretary of State and a 2016 presidential candidate

WARREN HELPED FOUND
THE CONSUMER FINANCIAL
PROTECTION BUREAU, A FEDERAL
WATCHDOG AGENCY

PRIME MINISTER / 62

HAIDER AL-ABADI

IRAQ'S NEW HOPE

By David Cameron

Last summer, Iraq faced an uncertain and frightening future. Threatened by ruthless and senseless terrorism, the country was in desperate need of a leader to unite its divided communities. And it found one.

In just seven months Prime Minister Haider al-Abadi has put in place a genuinely inclusive government, filled all Cabinet positions for the first time in six years and shown his deep commitment to fighting ISIL [or ISIS] and building a stronger, more united Iraq.

He is a driven, charismatic and pragmatic man, a Baghdad-trained engineer with a doctorate earned in Manchester, England. This has shone through in the ambitious work his government is pursuing. Great progress has already been made to repair regional relations, tackle corruption and instigate political, security and economic reform. He has one of the world's most challenging roles. He is the right man for it.

Cameron is the Prime Minister of the United Kingdom



PRESIDENT / 53

Joko Widodo

INDONESIA'S
ANTI-EXTREMIST

BY PAUL WOLFOWITZ

Since his election last year as President of Indonesia, Joko Widodo has brought youthful energy and a popular touch to his large and diverse nation, the world's fourth most populous and home to the largest Muslim population of any country. President Widodo, popularly known as Jokowi, rose from humble origins to become a prosperous entrepreneur, the first Indonesian President ever to do so. He has been an accomplished mayor of Solo, his hometown, and of Jakarta, one of the world's great megacities. I was particularly impressed when he stood up to Muslim extremists who objected to his appointing a Christian woman as a district chief in Jakarta in 2013. That commitment to Indonesia's tradition of religious diversity makes Widodo's success vital not only for Indonesia but also for a world that needs the example of a successful Muslim-majority democracy. But he will need all his popularity and more to overcome the entrenched interests in Indonesia that resist change.

Wolfowitz is a former president of the World Bank and former U.S. ambassador to Indonesia



A STAR ALLIANCE MEMBER 

WIDEN YOUR
WORLD

TURKISH
AIRLINES



HAVE
YOU BEEN
EVERYWHERE
YET?

TURKISHAIRLINES.COM



MONARCH / 79

King Salman bin Abdulaziz Al Saud

SAUDI ARABIA'S RULER

BY KING ABDULLAH II IBN
AL HUSSEIN

Few heads of state have the history and tradition of statesmanship that His Majesty the Custodian of the Two Holy Mosques King Salman holds today.

King Salman carries with him the best traditions of leadership and stands uniquely qualified to lead the Kingdom of Saudi Arabia toward the future. His Majesty has worked, since an early age, alongside most of the Kings of Saudi Arabia in building his country, and is personally credited with building its capital, Riyadh, into a modern global city.

King Salman's dedication to the service and defense of our faith is something he holds at the heart of his duties toward the Muslim nation. Today this man of principle brings his vast experience and deep wisdom, at a critical point in history, to chart the course forward, not only for the Kingdom of Saudi Arabia and its people but also for our region and the world.

Abdullah II ibn Al Hussein is King of the Hashemite Kingdom of Jordan

PRESIDENT / 61

XI JINPING

CHINA'S STRONG HAND

By Kevin Rudd

Two years ago I wrote that Xi Jinping would be China's most powerful leader since Deng Xiaoping. Now it seems he is likely to be China's most powerful leader since Mao. Xi has a clear vision: rebuild the Communist Party's legitimacy and ensure its longevity through his anticorruption campaign, while using that power to drive a Chinese "renaissance" through a second wave of market reforms. Xi has vast experience in the practical business of administration, having already run two major provinces and the city of Shanghai. As the proud son of a revolutionary leader, Politburo member and survivor of the Cultural Revolution, Xi has acquired through his own experience the political skills needed to negotiate internal party politics. Will he succeed? The obstacles are formidable, but so is Xi's self-confidence and his driving sense of national mission. His success matters for his nation and the world. China will be the dominant economic power in Asia, and it will seek to translate that power, through an activist foreign policy, into geopolitical influence and a new global order.

Rudd is a former Prime Minister of Australia



PRESIDENTIAL ASPIRANT / 62

Jeb Bush

REPUBLICAN TO WATCH

BY ZEKE J. MILLER

Call him Jeb, please. Because his last name is, well, complicated. John Ellis Bush has been busy this spring working boardrooms for cash and backyard patios for grassroots support while introducing himself to voters across the country. The buttoned-up former governor of Florida hopes to attract a new, more diverse generation of voters to a party that has lost the popular vote in five of the past six presidential elections.

In Tallahassee, Bush developed a reputation as one of the most conservative governors in the country, leading the charge on education reform, pro-life legislation and tax cuts. Now he's looking to follow his father and brother to the White House on a platform of reaffirming the "right to rise" into the middle class. His administration was among the most tech-forward of his era, and the prolifically emailing pol is plotting to embrace new tools to engage voters in a conversation.

His course is clear, but his path is hardly unobstructed. And so Bush is hiring staff and raising money as he looks to run a "joyful" campaign in a crowded field. It is his first race in 13 years. His fundraising network and his name will take him far; whether it can take him the distance is far from clear. For now, however, he is the Republican to watch.

Miller is a correspondent in TIME's Washington bureau

BUSH IS THE ONLY REPUBLICAN SO FAR
TO HAVE SERVED TWO FULL TERMS AS
GOVERNOR OF FLORIDA

CDC DIRECTOR / 54

Tom Frieden

REMEDY FOR DISEASE
AND FEAR

BY MICHAEL BLOOMBERG

Hiring Tom Frieden was one of the best decisions I've ever made—and one of the best decisions President Obama has made. Tom has the single most important quality that you want in a public servant: fearlessness. He is unafraid of big ideas, powerful interest groups or impossible challenges, and that's why he has become the most influential leader in American public health since C. Everett Koop. In New York City, Tom spearheaded our push to ban smoking in bars and restaurants, which has been copied around the world. He led our efforts to ban trans fats and place calorie counts on the menus of chain restaurants, an idea that Congress later brought to the whole country. And as the head of the Centers for Disease Control, he helped keep the country safe from last year's Ebola outbreak while also tamping down the political hysteria surrounding the issue. Tom has spent his career finding new ways to save lives, and we are lucky to have him in public service.

Bloomberg is the CEO of Bloomberg LP and a former New York City mayor



U.S. AMBASSADOR TO THE
UNITED NATIONS / 44

SAMANTHA POWER

ENEMY OF DESPOTS

By Madeleine Albright

Samantha Power first appeared in the *TIME* 100 in 2004, after writing a book that chronicled the most regrettable experience of my diplomatic career as U.S. ambassador to the U.N.—the failure to stop the Rwandan genocide. A brilliant journalist and human-rights advocate, she was rightfully hailed as the “new conscience of the U.S. foreign policy establishment.” But she was still in many ways an outsider, inexperienced in the realities of national-security decisionmaking.

More than 10 years later, Power is an insider, but she has retained her moral vision. As America’s U.N. ambassador, she has been a powerful friend to the displaced and downtrodden and a foe of dictators and despots. She has seen how hard it is to compel the world to act, but she has never stopped defending the values America holds dear. I once regarded Samantha Power as a critic. Now I am proud to call her a friend.

Albright is a former U.S. Secretary of State



PRESIDENT / 83

Raúl Castro

CUBA'S EVOLUTIONARY

BY RACHEL KUSHNER

“You see me as I am now, happy and free,” a long-haired, 27-year-old Raúl Castro told a *LIFE* journalist in 1958, as the two bumped along mud roads in an open jeep. “But when I meet the United States consul, I will be very serious indeed.” *LIFE* was in Cuban rebel territory in the wake of Raúl’s bold kidnapping of 47 Americans, whose release he was about to negotiate in exchange for his own set of demands. The negotiations worked, and the event was a public relations coup for the rebel cause: the charmed “hostages” heartily embraced their captors as they were let go.

Until he shook hands with President Obama, first at the 2013 funeral of Nelson Mandela, then at the Summit of the Americas in Panama City this April, that 1958 meeting in the mountains of Oriente province was very probably the last time Raúl Castro had spoken with a U.S. official. Rumor has it that Fidel disapproved of Raúl’s kidnapping stunt but

could do nothing about it. Now that Fidel has transitioned to something like a Cuban Jimmy Carter, preoccupied with nuclear proliferation and climate change, Raúl has taken groundbreaking steps toward normalizing relations with the U.S. Those changes have prefigured Obama’s late-date but also significant efforts, which we can hope will finally end the insulting, cruel and utterly failed 50-year U.S. embargo against the island.

Raúl, I wager, will insist that the U.S. respect Cuba’s right to sustain some form of socialism and protect its main achievements, such as education and universal health care. But the real question is, can Cuba manage to do so, despite the destabilizing influx of foreign capital that will be sure to follow this historic rapprochement.

*Kushner is the author of *Telex From Cuba* and *The Flamethrowers**

▲
RAÚL CASTRO, WHO SUCCEEDED HIS OLDER BROTHER FIDEL AS PRESIDENT IN 2006, HAS SAID HE WILL STEP DOWN IN 2018



SUPREME LEADER / 32

Kim Jong Un

NORTH KOREA'S REPRESSOR

BY KANG CHEOL HWAN

Three years have passed since the succession of Kim Jong Un. His father was a repressor who let millions die of starvation. Kim's educational background abroad, including studies in Switzerland, raised hopes that he might open North Korea.

Those hopes have gone unfulfilled. Kim Jong Un showed his international influences by mobilizing military forces to build the Masikryung ski resort in North Korea in part to fulfill his wish to live close to the Alps. The "progress" he has brought to the country is reflected by the construction of a massive water park that continues to operate despite power

cuts to homes in Pyongyang. Supermarkets, Internet shopping, Italian restaurants, European beers and coffee shops are the luxuries he has made available for a tiny privileged class. The rest of the starving population is left neglected.

It turns out there are only small differences between Kim Jong Un and his father. The son does not share his father's reported fear of airplanes; he has publicized his wife in the media and has made internal party matters—like the execution of his uncle Jang Sung

Taek—completely public. Most of Jang's supporters have been purged, sent to political prison camps or executed.

Kim Jong Un might show some degree of modernity, but the system of totalitarian repression and leader worship remains unchanged. However, North Koreans have ceased to chant his name with their sincere hearts, and Kim's allies are slowly backing away from him. The future of the son seems uncertain.

Kang is a North Korean defector and executive director of the North Korea Strategy Center

KIM HAS REPEATEDLY HOSTED FORMER NBA STAR DENNIS RODMAN, WHO HAS CALLED THE NORTH KOREAN LEADER HIS 'BEST FRIEND'

TERRORIST

ABUBAKAR SHEKAU

SCOURGE OF AFRICA

By General Carter Ham
(U.S. Army, retired)

Most Americans do not yet recognize his name, but the citizens of Nigeria, Africa's most populous country, know Abubakar Shekau all too well: he is the most violent killer their country has ever seen. Shekau took over the terrorist organization Boko Haram in 2009 after the group had been weakened by Nigerian government forces.

Shekau, who is believed to be in his 30s, began to stage increasingly daring kidnapping and killing raids on schools, churches and mosques thought by Boko Haram to be violating their interpretation of Islam. The taking of over 200 schoolgirls in April 2014 brought Boko Haram into the international spotlight.

By most accounts, Boko Haram has killed more than 10,000 people and is spreading into neighboring countries. Shekau's latest action may finally summon a U.S. response: he has publicly aligned his group with ISIS, the terrorist group that holds territory in Syria and Iraq and has expanded its reach into Yemen and Libya.

Ham served as chief of U.S. Africa Command from 2011 to 2013



Let's Stitch

EHRMAN NEEDLEPOINT KITS

Needlepoint has never been more popular, with fresh colors, contemporary patterns and new designers bringing the craft to life. These needlepoint kits only use one simple stitch so they are quick and easy to make. They come complete with the cotton canvas printed in full color, all the yarns required (100% pure new wool), a needle, color chart and simple instruction booklet to get you underway.



KASBAH (above)

Raymond Honeyman
18" x 18".

12 holes to the inch canvas
\$130.00 **now \$105.00**

FOX: GREEN (below)

Elia McCready

19.5" x 14".
10 holes to the inch canvas.
\$110.00 **now \$85.00**



PEACOCK AT SUNSET (above)

Alex Beattie

14" x 13". 12 holes to the inch canvas
\$105.00 **now \$79.00**



FANTIN LATOUR ROSES (left)

Kaffe Fassett

16" x 16". 10 holes to the inch canvas
\$98.00 **now \$80.00**



BEAUTIFUL SHEEP (right)

Magie Hollingworth
18" x 11.5". 12 holes to the inch canvas
\$110.00 **now \$88.00**



**EHRMAN
TAPESTRY**

TOLL FREE ORDER LINE

888 826 8600

www.ehrmantapestry.com

PRIME MINISTER / 65

Benjamin Netanyahu

ISRAEL'S SURVIVOR

BY EHUD BARAK

I knew Bibi, decades ago, as a soldier and young officer under my command facing real fire. He was determined, effective and focused. Character does not change. Chickensh-t he is not. But over time, while thoughtful and an avid reader of history, he developed a mind-set at once pessimistic, passive and anxious. Benjamin Netanyahu seems to avoid any initiative. Some say it's all about surviving in power. I think he is more complex and nuanced.

Netanyahu was just elected, for the fourth time, to lead Israel. I personally know it's not trivial to win office, simple to govern or easy to leave a positive imprint on history. Netanyahu is basically right about Iran and our risky neighborhood. But he can fail to seize opportunities, and on the Palestinian question he grossly ignores the slippery slope awaiting Israel in the form of a one-state solution.

To leave his mark Netanyahu must swiftly heal wounds opened by his campaign, mend the working relationship with President Obama, fight hard—mainly behind closed doors—for a tougher policy, and even, if needed, an attack against Iran and boldly engage the region's moderates against terror, radicalism and Iranian hegemony. Daring actions are needed. Not just words.

Barak, a former Prime Minister, was Netanyahu's Defense Minister from 2009 to 2013



THE FUTURE OF HEALTH CARE BEGINS WITH HELPING TO CREATE IT



OPTUM

People. Technology. Data. Action.

HEALTHIER IS HERE

What's ahead for health care? Lots of people debate it, yet real change requires more than just talk. The time is now for decisive and practical action. As a health services and innovation company, we power modern health care by combining data and analytics with technology and expertise. The result is what we call Healthier, and it's impacting every part of the system: from hospitals, doctors and pharmacies, to health plans, governments and employers. That's a future we're excited about.

optum.com



PRESIDENTIAL CANDIDATE / 67

Hillary Clinton

REALIST AND IDEALIST

BY LAURENE POWELL JOBS

Hillary Clinton is not familiar. She is revolutionary. Not radical, but revolutionary: the distinction is crucial. She is one of America's greatest modern creations. Her decades in our public life must not blind us to the fact that she represents new realities and possibilities. Indeed, those same decades have conferred upon her what newness usually lacks: judgment, and even wisdom.

Women who advocate for other women are often pigeonholed and pushed to the margins. That hasn't happened to Hillary, because when she's standing up for the rights of women and girls, she is speaking not only of gender but also of justice and liberty.

As Hillary has always made clear, these values are universal, and fulfilling them is a practical and moral pursuit. She is a realist with a conscience and an idealist who is comfortable with the exercise of power.

This helps explain why she has been so effective, even in this golden age of polarization. Hillary knows how to draw opponents out of their fighting corners and forge solutions on common ground. She practices the politics of reconciliation and reason. Which, not coincidentally, is also the politics of progress.

It matters, of course, that Hillary is a woman. But what matters more is what kind of woman she is.

Powell Jobs is the founder and chair of Emerson Collective

AS SECRETARY OF STATE, CLINTON VISITED A RECORD 112 COUNTRIES, TRAVELING ENOUGH MILES TO CIRCUMNAVIGATE THE WORLD 38 TIMES

COMMANDER / 63

MARTIN DEMPSEY

RENAISSANCE GENERAL

By General Peter Chiarelli

General Martin Dempsey is truly a Renaissance man: an English major who is as comfortable singing Irish ballads as he is devising counterterrorism strategies or dealing with the mess left by sequestration. Dempsey's time as Chairman of the U.S. Joint Chiefs of Staff has been dominated by trips to the Hill to educate those who refuse to learn prior-war lessons.

Since graduating from West Point, he has faced traditional fights against the Soviet Union and non-traditional fights against al-Qaeda, Boko Haram and ISIS. His mastery of the kinetic battlefields of the past and today's counterterrorism strategies makes him a war-weary President's most trusted military adviser. His cavalryman's lineage makes him the first post-Goldwater-Nichols Chairman to embody the true tenets of today's joint warfare. And his ability to sing 162 Irish ballads from memory would make you wish you'd been coached by his grandmother.

Chiarelli retired as U.S. Army vice chief of staff in 2012



PRESIDENT / 88

Beji Caid Essebsi

TUNISIA'S UNIFYING LEADER

BY AYMAN MOHYELDIN

Tunisia, the birthplace of the Arab Spring, is now the only remaining hope for a genuine Arab democracy. It is plagued by economic challenges, deteriorating security and a crumbling Libya on its south-eastern border. The election in December of Beji Caid Essebsi, leader of the secular Nidaa Tounes party, was a watershed moment. His victory marked Tunisia's first free presidential election.

But since taking office, Essebsi has had to deal with the deadliest terrorist attack in the country's history, an assault on the Bardo National Museum in March. Now the government has drafted new counterterrorism legislation that gives more power to the state but that human-rights activists warn could roll back individual liberties. It will be up to Essebsi to ensure Tunisia defeats terrorism without compromising the promises of its revolution.

Mohyeldin is a foreign correspondent for NBC News

ACADEMY AWARD® NOMINEE
DOCUMENTARY FEATURE

AMERICAN EXPERIENCE

★ LAST ★ DAYS IN VIETNAM

TUESDAY APR 28 9/8c

Be more.



PBS.





NBA COMMISSIONER / 52

Adam Silver

KING OF THE COURT

BY KAREEM ABDUL-JABBAR

Running the National Basketball Association is like fulfilling that famous curse: “May you live in interesting times.” Since becoming commissioner on Feb. 1, 2014, Adam Silver’s interesting times have included Donald Sterling’s racist rant, Bruce Levenson’s mea culpa, drug-related suspensions of players, salary-cap debates and player-lockout rumors. And he’s handled

all these potentially divisive issues with openness, fairness and integrity.

Most basketball insiders will probably point to Adam’s negotiation of the NBA’s nine-year, \$24 billion TV deal as his greatest accomplishment. I don’t agree. While it’s true that Adam has his eyes on the financial prize, it’s even more important that the NBA proves itself worthy of all the money, not just through offering the

highest level of athleticism on the court but also by providing the highest level of professionalism off of it. For Adam, just as important as giving the fans great games is giving them great role models. Achieving that goal would be his greatest legacy.

Abdul-Jabbar, a TIME columnist, is a six-time NBA champion



Silver at the NBA Replay Center in Secaucus, N.J., the hub of the league's video-review operations

PHOTOGRAPH BY
WESLEY MANN

REGULATOR / 55

LU WEI

CHINA'S FIREWALL

By Jon Huntsman

In a system short on transparency, China's new cyberspace administration boss, Lu Wei, is uncharacteristically outspoken. As China aspires to become a global cyberpower, Lu could hold the keys to its future, determining whether there will be sufficient oxygen for the 21st century. Almost half of China's 1.4 billion population is online. The U.S. is banking on penetrating the Chinese online market, but the post-Snowden world has meant restricted access. Lu is imposing tougher Internet regulations because of social-stability concerns, which means a new generation of Chinese tech entrepreneurs may find themselves in a culture clash. Lu's choices will either provide greater access to online freedom or further suppress the natural curiosity that thrives beneath the surface in China. Whatever he does, the gregarious former propaganda chief is certain to affect the lives of billions.

Huntsman is a former governor of Utah and former U.S. ambassador to China



POLITICIAN / 46

Marine Le Pen

FRANCE'S NATIONALIST FORCE

BY VIVIENNE WALT

Just under a year ago, France's Marine Le Pen told TIME her far-right National Front Party would be in power within a decade. That's a nightmarish prospect for millions who regard her France-for-the-French message as mere jingoism—and it seemed like a stretch.

Her prediction, however, no longer seems preposterous. Le Pen has spun gold from voter exasperation, mixing charm and ambition to rack up wins in European Parliament and local elections with an anti-Europe, anti-immigration campaign. That's made her Europe's leading right-winger, giving like-

minded politicians across the continent a dose of electability. And this month she finally split from her father, National Front founder Jean-Marie Le Pen, over his noxious anti-Semitism.

Le Pen has strong allure for many French, who have hit the wall with asphyxiating political elitism and near zero growth. To stop her race for the Élysée Palace in its tracks, France's lackluster leaders will need to overhaul their ineffectual, gutless style and mount a more appealing revolution of their own.

Walt writes for TIME from Paris

▲
THE NATIONAL FRONT WON MORE VOTES IN
2014'S EUROPEAN PARLIAMENT ELECTIONS
THAN ANY OTHER FRENCH PARTY



*Obama boards
Marine One in
December*

PRESIDENT / 53

Barack Obama

THE UNDEFEATED

BY JOE KLEIN

The morning of Nov. 5, 2014, was undoubtedly the gloomiest of Barack Obama's presidency. His party had just been clobbered in the congressional elections—and it was widely perceived as a personal repudiation. Democratic candidates had run away from the President and his policies. He was seen as toxic on the trail and a spent force in Washington. The term *lame duck* didn't begin to cover it: he was an oil-slick duck, paralyzed and de-

feated by a complicated world and an unrelenting opposition.

Except he wasn't. The raw facts of the matter said he wasn't defeated. The economy was growing nicely; hundreds of thousands of jobs were being created each month. Obama-care was a success, despite the robotic Chicken Little predictions of his opponents. And he refused to act as if he had

been defeated: he made some of the most serious history of his presidency, producing a framework for a nuclear non-proliferation deal with Iran and starting the path to normalizing relations with Cuba. A difficult world still loomed, and his presidency was far from perfect. But Barack Obama has proved that even after a lacerating defeat, the President of the United States is always, potentially, the most influential person in the world.

Klein is TIME's political columnist

THE U.S. ADDED 591,000 JOBS IN THE
FIRST QUARTER OF 2015. THE UNEMPLOYMENT
RATE HELD AT 5.5%

V O L V O



OUR IDEA OF LUXURY



SENATOR / 73

Mitch McConnell

MASTER OF THE SENATE

BY JOHN BOEHNER

Mitch McConnell's mind is a marvelous machine. He sees the whole field, instantly assessing opportunities and perils.

He is famous for his dignified reserve on Capitol Hill, but my friend is happiest tailgating at a University of Louisville football game with Elaine, his wife of 22 years, and friends from his own college days.

He is often praised for his mastery of Senate rules, his crafty procedural maneuvers and his knowledge of the Senators in his caucus.

But to focus solely on those things is to miss the larger point: that knowledge, and the whole calculating power of Mitch's mind, is in service of a higher goal.

He loves America and our Constitution. He shares Ronald Reagan's vision of our country as a special place, blessed by God—a "shining city on a hill"—and he works every single day, step by step, to get us closer to realizing that vision.

Boehner is the Speaker of the U.S. House of Representatives

MCCONNELL, THE LONGEST-SERVING KENTUCKY SENATOR IN HISTORY, WON HIS SEAT IN 1984 BY JUST 5,000 VOTES

FOREIGN MINISTER / 55 MOHAMMAD JAVAD ZARIF

IRAN'S DEALMAKER

By Robin Wright

Mohammad Javad Zarif is the happy face of Iran's stern revolution. I've known him three decades, as he helped end the Iran-Iraq War, free American hostages in Lebanon and broker a new Afghan government after the Taliban's defeat. Now, as Foreign Minister, he's the pivot in nuclear diplomacy. For 18 months, the world's six major powers have courted him as they have no other foreign official. The goal is to formalize the blueprint of a nuclear deal by June 30. Educated at two American universities, Zarif is well qualified to reconcile the revolutionaries and the world. As Iran's ambassador to the U.N., he engaged many in Congress. In March, an Iranian poll picked Zarif as man of the year. When he returned from the talks, he was mobbed. After a deal, Zarif would be the natural go-to guy for broader détente with the world too.

Wright is a joint fellow at the U.S. Institute of Peace and the Woodrow Wilson Center



DOCTOR / 49

Joanne Liu

CRUSADER FOR GLOBAL HEALTH

BY TOM FRIEDEN

As president of Doctors Without Borders/Médecins Sans Frontières (MSF), Dr. Joanne Liu and her organization have been on the front lines of the world's first Ebola epidemic.

Liu repeatedly got it right, and MSF was at the right places at the right times. In this case, that meant where help was most needed. MSF was right when it sounded the alarm about the unprecedented spread of Ebola. And it was right in sounding the alarm for increased global action. Under incredibly difficult circumstances, Liu was focused and flexible. Most important, she charged—and continues to charge—the world to better respond to crises.

For me and for CDC's more than 800 experts who have worked in Liberia, Sierra Leone and Guinea over the past year, it has been a privilege to work alongside Liu and her colleagues. Together with the people of these countries, we can get West Africa to zero cases of Ebola—and keep it at zero.

Dr. Frieden is the director of the U.S. Centers for Disease Control and Prevention (CDC)

TIME FOR KIDS

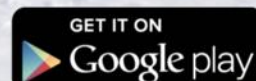
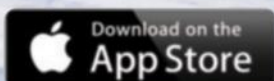
FAMILY EDITION

Put the world in their hands.




Children have questions about the world.
We'll help find the answers.

Download to subscribe!



All trademarks are the property of their respective owners.



**We make our
membership
smarter, safer and
more resilient, so
they can pursue
their passions with
greater confidence.**

**PURE is a member-owned
insurer for responsible
families with homes insured
for \$1 million or more.**

In 2006, we designed PURE from the ground up to specialize in insuring the most responsible owners of the finest build homes. Today, we distinguish ourselves by offering what is widely considered to be the best service experience in the industry. Growing by more than 40% each year since inception, we continue to serve our membership of approximately 40,000 individuals and families – consisting of industry leaders, pioneers of change and other visionaries.

**Learn more or find a broker at
pureinsurance.com | 888.814.PURE**

pure[®]
love your insurance

PURE® refers to Privilege Underwriters Reciprocal Exchange, a Florida-domiciled reciprocal insurer & member of PURE Group of Insurance Companies. PURE Risk Management, LLC, a for profit entity, (PRM) serves as PURE's Attorney- In-Fact for a fee. PURE membership requires Subscriber's Agreement. Coverage is subject to insurance policies issued & may not be available in all jurisdictions. Visit pureinsurance.com for details. Trademarks are property of PRM & used with permission. ©2015 PURE. PURE HNW Insurance Services, CA Lic. 0178980.

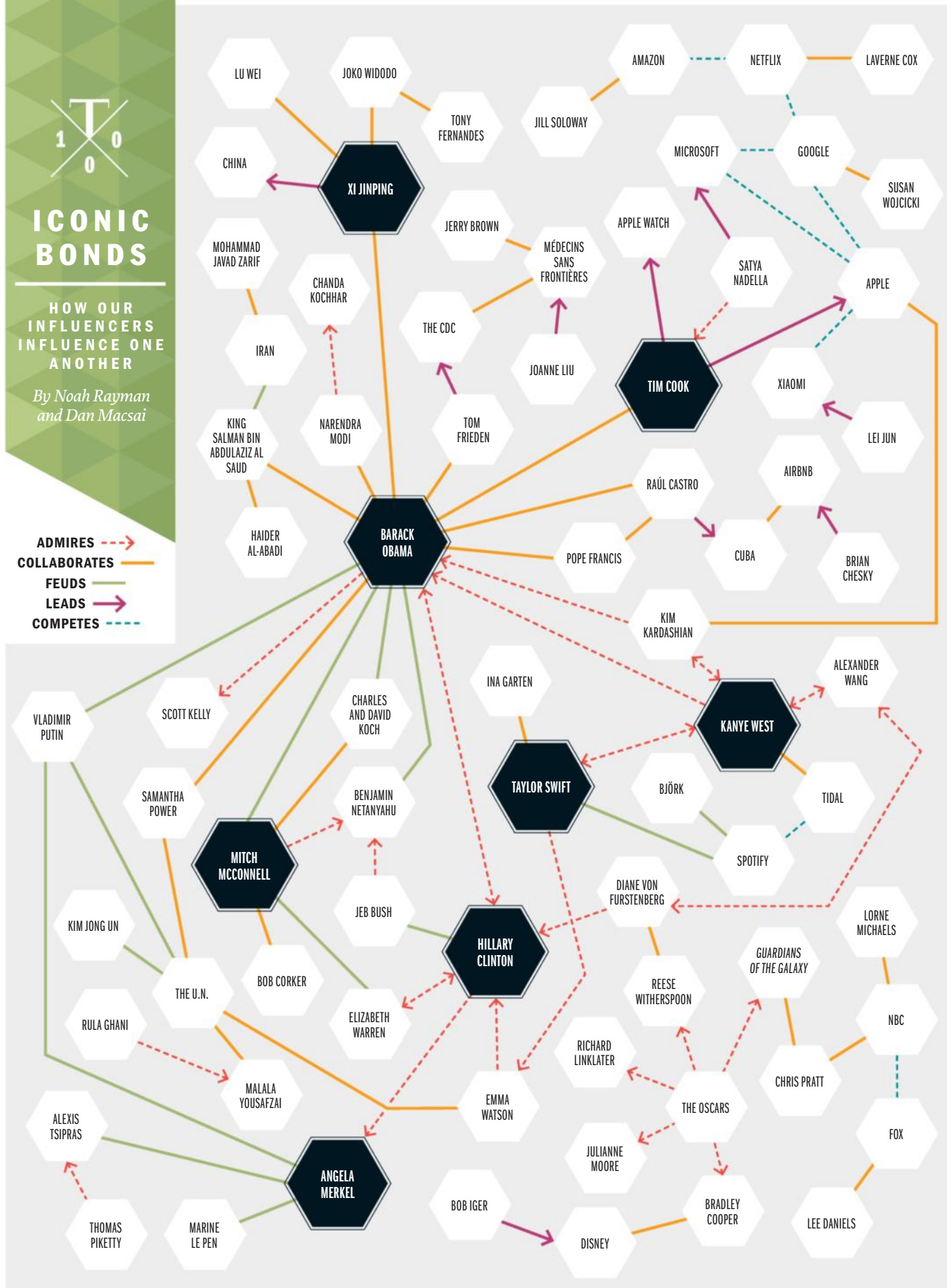


ICONIC BONDS

HOW OUR INFLUENCERS INFLUENCE ONE ANOTHER

By Noah Rayman and Dan Macsai

- ADMIRE
- COLLABORATES
- FEUDS
- LEADS
- COMPETES



PHILIPPINES

El Nido, Palawan, Western Philippines

The ASEAN pearl for investors

Bumper growth from diaspora remittances and multiple fast-growing sectors look set to rise even faster when the Philippines integrates fully with ASEAN.

The Philippines is riding the crest of a wave, finding growth and economic expansion in historically well performing sectors, such as construction, fast moving consumer goods (FMCG) and finance, but also new industries such as Business Process Outsourcing (BPO) and manufacturing. Areas directly related to the ongoing integration with

ASEAN—the Association of South East Asian Nations, a 10-country block comprising over 600 million people, or 8.8% of the world's population—and the huge infrastructure projects will continue to drive growth for decades to come. This coupling of the Philippine economy with its ASEAN partners may bring about long term prosperity for the archipelago nation, with its geographical location at the crossroads of international shipping lanes a key factor. In addition, it has a well educated, multilingual workforce with vast experience in the BPO sector, an industry the Philippines is now the number one provider in the world.

GDP growth for the nation slowed somewhat in the first half of last year to a still impressive 5.3%, mostly due to Super Typhoon Haiyan, which hit the agricultural sector hard in November 2013. However, the Pearl of the Orient Seas has not disappointed, and the second half of 2014 saw the country once again post a rise in GDP of 6.9%. That followed the trend of the past decade, with economic output keeping pace with the Philippines' bigger and more developed competitors in the region—a resounding endorsement of the government's policies,

and a demonstration of the confidence of foreign investors, the domestic private sector and the Philippine diaspora.

On the domestic political front, there has been a great effort by the government to enact the Bangsamoro law, which aims to replace the current legal framework on the Autonomous Region for the Islamic population of Mindanao. Before this proposed legislation takes effect, a plebiscite in the region will be held. There are likely to be constitutional challenges to the Bangsamoro Basic Law, which will make the transitional period longer, as well as the challenges stemming from the recent military clash in Mamapasano, southern Philippines. Hopefully this negotiated legislation will bring peace, and political and economic development, to Mindanao.

Just as it did after Haiyan struck, the Philippines has shown remarkable resilience in the face of adversity, recovering rapidly from the after-shocks of the global economic crash of 2008, unlike many European nations. The underlying strength of the Filipino economy rests upon some of the country's greatest assets—its workforce and the innovation that is evident throughout all sectors. A nation forging ahead with economic reforms, infrastructure development programs and improvements to the legal structures that govern business and trade, the Philippines is truly one of the hottest investment destinations in Southeast Asia, with a huge increase in Foreign Direct Investment (FDI) of 61.6% (January through November) last year.



M.E. SICAT CONSTRUCTION

TREATMENT PLANTS
CIVIL WORKS
PIPELINES

The Future Engineered



PHILIPPINES

info@mesicat.com
www.mesicat.com

As Teresita T. Sy-Coson, vice chairperson, SM Investments Corp. suggests on FDI: "They [investors] are quite curious, and a lot of them are focusing on the equity side, on the stock market. The actual FDI may not be as high as other nearby South East Asian economies, and perhaps it will take some time to reach those levels, because it will take a while for investors to understand how our country works."

The figure for 2014, which is still in the process of being fully compiled, stands at \$5.7 billion, impressive but nonetheless a number that is somewhat dwarfed by ASEAN partners: Vietnam's \$8.9 billion, Malaysia's \$12.3 billion, Indonesia's \$18.44 billion, and Singapore's \$63.77 billion. However, the race for FDI is on, and making investment procedures easier, transparent and ensuring a level playing-field in bidding processes will be key factors, especially when it comes to infrastructure projects, which are slated to reach some \$8 billion through numerous Public Private Partnerships (PPP).

"A new cycle of growth, more robust and more sustainable, and current momentum will continue."

Victor B. Valdepeñas, President and COO, UnionBank

A factor in this rapid increase in FDI into the country is its fortunate demographic—the majority of the workforce is below 34. Also, the dependency burden is rapidly falling, and that has helped China, South Korea and Singapore post such impressive growth figures while their populations were younger and just as dynamic as the Filipino one is currently. Another huge plus for the Philippines, and an impressive driver for the economic outlook, is the continued successes, and remittances of, the Overseas Filipino Worker (OFW). The Philippines is one of the world's biggest suppliers of workers to the global workforce, reaching some 10 million at current estimates.

These ambassadors for the Philippines wired back more than \$12.3 billion in the first six months of 2014, a 6.2% hike from the previous year, and a record amount. The money the OFWs send helps the local economy grow, and drives consumerism throughout the country—with the mass housing sector in particular feeling the glow of their remittances, which are helping the government slowly but surely attack the housing shortage, currently estimated at over 5 million units.

Banking on continued successes

The Philippines has a highly developed financial sector that is both well capitalized and managed. However, these positives contrast with the provision of quality banking facilities for rural and remote communities, of which thousands are scattered throughout the country's many islands. Also vital for the banking sector to take note of is the impending integration with ASEAN, which will see a great deal of consolidation in the sector over the next few years.

The most recent Aquino legislative agenda contained resolutions favoring the relaxation of constitutional restrictions on foreign ownership. A law was passed recently to allow foreign banks to own 100% of domestic banks, and establish their own branches.

As Helen Yuchengco Dee, chairperson of Rizal Commercial Banking Corp., explains, "Philippine banks need to scale up continually to deal with the more intense competition that is already being felt with the economic integration.

"However, they need to diversify more in terms of geography and business lines, not just domestic corporate lending, in order to increase in size and meet the needs of a bigger regional market."

AUB Banks on Expanding its Customer Base and Profits

Asia United Bank (AUB) is a relatively new and exciting financial sector player in the Philippines that specializes in corporate and middle-market lending. Its solid performance and capital base over the past 17 years has given AUB a fantastic opportunity to extend its geographic presence and operations.

To further this aim, AUB is looking to diversify its portfolio of assets, with a new focus on addressing two of the country's rapidly growing sectors. One is serving the needs of individual consumers, a sector which has propelled the country's recent economic momentum. The other is lending to the infrastructure sector, where demand has been growing exponentially in recent years.



AUB is unlocking the Philippines' potential.

Focusing on sustainable profitability

"We cannot continue with our current growth rate of 6-7% in GDP without improving our infrastructure. So we are starting to focus more on infrastructure projects," says Abraham T. Co, president of AUB.

As Co says, the Philippines has had a positive 10-year growth trajectory, indicating that things will continue to get better. "We are still relatively under-invested. We have a rising middle-class consumer sector, and on that basis, we do look attractive for foreign investment." Co, however, has a word of advice to anyone looking at the Philippines for growth opportunities. "You need to be very adaptable," he explains, "as long as you know that things are always changing, you should be okay. But opportunities abound, in public-private partnership projects, in infrastructure, energy, airports, rail, and in tourism."

In the highly competitive financial market, the ability to secure new business is vital, as the banking sector has seen an explosion in players and branches over the last decade, but still remains relatively concentrated in Metro Manila.

"We had a good 2014, beginning in the middle of the year. Our strategy for 2015 is to continue in the same direction, use our competitive strength in electronic banking, and be a significant player in the consumer and infrastructure sectors. We will also train our sights more to the north and outside Metro Manila," Co says.

And by venturing into new markets outside of the highly concentrated banking zone of the metropolis, AUB is confident it will unlock bigger opportunities that will serve it in good stead.

AUB
Philippines, www.aub.com.ph





Victor B. Valdepeñas
President and COO, UnionBank

The challenges that face the sector in the Philippines now are also areas for banks to increase both their market share and their capitalization, and to take full advantage of the current global situation—which has seen falling oil prices, lightening the burden for consumers because of reduced prices at the pump, increasing their disposable income.

And Abraham T. Co, president of Asia United Bank (AUB), agrees that the global situation benefits the consumer, and, of course, the banks that are there to serve them. “Last year,” Co

says, “we were thinking that there could be a slowdown in 2015. But because of the drop in oil and commodity prices we no longer think that there will be a slowdown. Car owners are saving 3,000 to 4,000 pesos a month (\$66-\$88)—quite a lot for an average worker.” The question for the sector is how can they tap, and therefore turn, this newfound disposable income of the average worker into a driver for the whole economy, much the same as has been done with the remittances from the OFWs.

AUB and other well renowned banks from the sector have been looking to expand their exposure to the funding of infrastructure projects throughout the country, as a route to both improving their balance sheets and profits, while driving the national economy forward. And this sure fire way of increasing profits and overall access to new customers will also appeal to foreign investors.

As Co explains, “The Philippines has had a positive 10-year trajectory, indicating that things will continue to get better and better. It is relatively under-invested, meaning that we still have a lot of opportuni-

ties here, and the fact we have a rising middle class consumer sector is a positive.”

Rising stars of Asia: middle-class Filipinos

The growth in prosperity of the middle class in the Philippines has been remarkable, and has not been as concentrated in the north of the country as in previous years. There are many drivers, from the movement of the economy away from being an agriculturally based one, to the continued and ever-increasing amounts of money the famous OFWs send back to the motherland.

President and chief operating officer of UnionBank, Victor B. Valdepeñas, has seen the effect of both these and other influences have had on the country. As he explains: “The tremendous growth in OFW remittances coupled with the fast-moving Business Process Outsourcing industry (BPO) has produced a wider dispersal of wealth that is benefiting the countryside, especially the secondary cities outside Metro Manila. What you can see in the last decade is the emergence of several polar points of growth that are reinforcing the traditional center of growth, which is Metro Manila.”

And it is key for both the Philippine nation and UnionBank to ensure the growth now found in secondary cities is utilized to maximum benefit to avoid any repeat of the boom and bust cycles that so often damaged Southeast Asia and the Philippines in previous decades, such as the Asian financial crisis in 1997. The banking sector in the Philippines took a long, hard look at the faults inherent in its system and made the wholesale changes that saw it emerge from the global recession of 2008 onward in rude health. One reason for UnionBank’s particular strength can be seen in its award as one of Asia’s Most Promising Companies for Corporate Governance in October 2014, a ringing endorse-

There's Banking. And then there's **SmartBanking.**

At UnionBank, we offer expert, flexible business solutions that are relevant to your needs. We hold the track record of helping organizations improve efficiencies and grow profits.

We are obsessed with innovation in both our products and processes. Our numerous international awards back this up. This is SmartBanking.

Global Banking and Finance
Best Cash Management Service Provider & Most Innovative Cash Management Service Provider, 2014

International Banker
Best Commercial Bank & Best Innovation in Retail Banking, 2014

ASEAN Corporate Sustainability
Product & Service Innovation Category Winner, 2014

Banking & Payments Asia Trailblazer Awards
Mobile Money: Strategy Excellence Award for Financial Inclusion, 2013

Asian Banking and Finance
Philippines Domestic Cash Management Bank of the Year 2013

Banking Administration Institute
Finalist for Global Banking Innovation Awards, 2013

www.unionbankph.com
UnionBank of the Philippines



Gilda E. Pico
President and CEO,
Land Bank of the Philippines

ment of the efforts in building a bank that is based on a culture of integrity, good values and ethical business conduct. “We will still see the kinds of cycles that you will normally see in emerging markets,” says Valdepeñas, “but this time the trajectory will be elevated, meaning we are on a new cycle of growth, more robust and more sustainable. I don’t expect the boom and bust cycles that we have seen in the ‘60s, ‘80s and ‘90s to return; they are behind us. A reason for that is we see domestic demand steadily increasing. Which is unlike past decades when we were an agricultural commodity-based country,

and the economy had to dance with the world market, which determined the price of commodities such as sugar, coconut, and timber.”

The increase in domestic demand has been a fantastic opportunity for the bank, as it has looked to increase lending to the growing parts of society that are seeing increased prosperity. The challenge for Union-Bank and Valdepeñas is the balance of the bank’s lending sheet: to ensure that loans made perform well, but also with the element of risk that carries with it the prospect of profit, all the while staying within the regulations that have helped the country encounter less pain from the global financial meltdown of 2008. However, when the elements of recent growth—OFW remittances, a more complex economy, investment in infrastructure, and so on—are combined, the risk factor appears minimal. “One of the significant developments in the bank in 2014 was that we are now more focused on consumer finance to take advantage of the emerging middle class in the country,” says Valdepeñas.

“We have significantly increased our business exposure in the consumer market, especially in the home mortgage and credit card businesses. Secondly, we are preparing ourselves for the ASEAN integration,” he says. “Consolidation is happening among local banks and more foreign banks are also entering the banking system. Last year we bought City Savings Bank. A goal is to grow faster than the industry through organic and inorganic growth.”

ASEAN integration inciting competitiveness

Both organic and inorganic growth will settle on the shores of the Philippines when the final aspects of full ASEAN integration has been completed. There will be a more competitive banking environment, especially when, as of September 2014, there are 652 operating banks in the country, 36 of which are universal banks. The overcrowding of the banking system emphasizes greater operational inefficiencies and higher cost-to-income ratios for all the major and minor players in the market, meaning more banks and businesses could be at risk from takeovers by



Marcventures Mining & Development Corp. nickel ore stockpile ready for shipment

larger foreign neighbors, or indeed face closure. Hence, the continuation of the mergers and consolidation of stronger banks, and of the closure of weaker banks as seen over the past few years, is inevitable. This will strengthen the local banking industry, and taking into account the increased capitalization requirement of Basel III, and the entry of foreign banks into the Philippines in line with the Republic Act No. 10641, which states that the law now allows for foreigners to own up to 100% of domestic banks, points towards a huge jump in the right direction for the country as regards inward investment.

Gilda E. Pico, president and CEO of Land Bank of the Philippines (LANDBANK), also sees more than just opportunity in the impending ASEAN integration; she also views it as the chance to increase her bank’s foothold in the less well serviced regions of the country. To this end, LANDBANK has opened its 346th branch, on the remote Dinagat Islands, in October 2014, making it the first universal bank to cover all of the 81 provinces in the Philippines, a landmark achievement. As she explains, “For 2015, the bank will bring its business excellence to a higher level through operational alignment. Guided by our vision and set of strategies, the bank is poised to further expand its loan coverage to support the national development programs of the government. In particular, by supporting inclusive growth and poverty alleviation as a primary thrust of the government’s policies, LANDBANK will further increase its loans to the 20 poorest provinces in the country.”

In further support of her aims, the country’s solid macroeconomic fundamentals, following recent investment-grade ratings from Fitch



Henry Soesanto
Executive Vice President,
Monde Nissin Corporation

Ratings, Standard & Poor's, and Moody's, will encourage resurgence in investor confidence at both home and abroad. Also, by accessing and attempting to tap the untouched markets in the hinterlands of the country, LANDBANK will catch the crest of the wave before many of their competitors, claiming a stake in the continued successes of these 'new' internal markets and provinces. And the bank's ability to expand its operations in such way stems from the huge increase in capital it saw in the last financial year.

"LANDBANK capped on a high note of

1.051 trillion pesos (\$23.4 billion) in total assets, a hefty 25% increase from 841.8 billion pesos (\$18.7 billion) in 2013," says Pico. "The increase in the bank's total resources was largely driven by the 47% growth in the net loan portfolio to 449 billion pesos (\$9.9 billion) from 305 billion pesos (\$6.8 billion), and a 32% expansion in investments from 240.8 billion pesos (\$5.4 billion) in 2013 to 317.2 billion pesos (\$7.1 billion) in 2014. The bank maintained its ranking as number four amongst the 36 universal and commercial banks in terms of asset size as of the end of December 2014."

Fiscal policy is expected to receive a huge boost in spending during 2015. The proposed budget will increase by 15.1%, with higher allocations for manufacturing, tourism, infrastructure, agriculture and social services—a concerted effort towards building more inclusive economic growth, and further economic diversification throughout the country. Furthermore, the elimination of trade barriers, in view of the ASEAN economic integration, adds further potential for the government to start capital-expenditure acceleration in the Philippines.

"Meanwhile," Pico finishes, "the bank is proactively preparing for its possible merger with the Development Bank of the Philippines. Merging the two government banks will improve the balance sheet of LANDBANK and strengthen its position, especially in the advent of the ASEAN economic integration." Consolidation we might be seeing more often between other Philippine banks.

Hitting the demographic sweet spot for FMCG

The Philippines is truly at the crossroads of a great moment, as the population's make up changes, and moves into the "demographic sweet spot," meaning the majority of the people in the nation are of active age—between 15 and 65 years old. This represents an opportunity for the Pearl of the Orient Seas to boost its output in all sectors, and drive the growth of the country to the same levels that were previously seen in China, Japan, Singapore, and South Korea, as the aforementioned countries all hit this "sweet spot" over the past three decades, and during this period experienced massive economic expansion.

The explosion in people of working age, with an increased disposable income, means one specific sector of the economy will experience a tremendous lift in sales and profits, and that is Fast Moving Consumer Goods (FMCG). By definition the FMCG sector includes items that, for the consumer, involve frequent purchasing and low price. For the retailer, the goods are high volume, low margin, widely distributed to a target market, and have a high stock turnover. FMCG are one of the key drivers of an economy, as by their very nature they involve most elements of the service sector—wholesale, retail, logistics and more. The growth of companies such as Monde Nissin, headed by executive vice president Henry Soesanto, shows that the Philippine economy is fast becoming more consumer-based, with high levels of consumption of



OVER THE YEARS, MONDE NISSIN HAS ACQUIRED A TASTE FOR BUSINESS.

From humble beginnings in the Philippines 35 years ago, Monde Nissin has emerged as one of the fastest-growing companies in South East Asia. Today, armed with a solid track record and strong determination to succeed, it is steadily making its presence felt in Asia-Pacific.

Get a taste of how business instinct and entrepreneurial spirit will bring us to where we want to go. Get to know Monde Nissin.



Monde Nissin







www.mondenissin.com



Jonathan C. Ng
President, Rebisco

FMCG products. As Soesanto explains, Monde Nissin has been at the forefront of innovation in their production methods for a long time. He says, "We started as a small, family-run company. We had a large biscuit company in Indonesia, but we were looking to expand in the region, and that took us to the Philippines in 1979. This strategic move made us one of the first multinational companies in ASEAN. We began with biscuits, diversified 10 years later, and today we have over 75% market share for instant noodles."

He adds, "We keep our products at the highest quality and the lowest cost, and we innovate a lot. For so long instant noodles were only consumed with soup. We were the first ones in the country to introduce instant noodles that can be eaten dry, thereby making it convenient and tasty. We put a lot of effort in educating our consumers."

And the high quality and innovative production methods will more than likely see revenue grow from \$800 million in 2014 to \$1 billion in 2015, catapulting Monde Nissin into billion-dollar-company territory. "We are one of a few companies in the world to position their production plant beside the flour mill. Our capacity of almost 1,000 tons per day beside the production plant is unique, and a huge cost-saver. We control the quality from the very beginning of the process."

Its growth strategy involves keeping quality as high as its loyal customers have come to expect, but also to expand through mergers and acquisitions. "We look for companies that can give us technology and synergies on products, and distribution that can help us expand geographically. Our recent acquisitions include Black Swan and Nudie,

two cold chain food and beverage producers from Australia. Black Swan is the market leader in dips. Nudie is the No.1 chilled juice brand and is also into coconut water and carbonated beverages." With these acquisitions keeping the company growing apace, and its geographical reach expanding, expect to see a Monde Nissin product in a shop near you soon. Soesanto concurs, "We want to see Monde Nissin as a significant food player in the Asia Pacific region."

Another market leading FMCG brand that has already taken the Philippines by storm and that is looking for expansion into other markets is Rebisco. Its vision is bold: to have a Rebisco snack within the reach of every consumer around the world. The firm started from small beginnings as a bakery in Metro Manila, but after more than 50 years of operations became one of the top three brands for biscuits in the country. As president Jonathan C. Ng says, "We develop new products all the time. We bring foreign products in, we 'Filipinize' them. We had to figure out a strategy that could sustain the company, so we stick with quality products—low profit, keenly priced and with a high sales volume." However, product innovation is not the only area of the company that Ng is investing in to help its continued expansion. It is actively taking an interest in a big export of the Philippines: the OFWs.

And with a diaspora of some 10 million, they are a huge market ripe for utilization. As Ng explains, "We are already a 50-year-old company and a Filipino favorite brand. We do bank on the OFWs going abroad, and on giving them a taste of home. Some of the products that we bring out will hopefully catch the attention of the mainstream market, wherever these OFWs are. We've seen this happen for us in South Korea, Hong Kong and in the Middle East. One thing I found out in the Middle East is that a lot of the cooks there are Filipino. So Middle Eastern children grow up with knowledge of Filipino tastes. All of these

Why are we Filipinos among the happiest people in the world?

This happy optimism is in the core of Rebisco as we grew from a street corner bakery to one of leading snack food players serving millions of families in the Philippines and overseas. As we continue to spread delight in the years to come, we look forward to sharing the everyday joy of Filipinos globally with every biscuit, bread, confection and snack we make - all of which are full, of course.

Rebisco
GROUP

Making delightful moments possible.
Everyday.

We always see every snack pack as half full.



www.rebisco.com.ph

Female CEO explodes the myth of a male-dominated construction industry



Sta. Elena is the contractor of choice for high flying local and international clients

The story of Alice Eduardo, president and CEO of Santa Elena Construction Development Corporation, is the story of success thanks to a having a clear goal in sight. Sta. Elena delivers the best, each and every time, because, as Eduardo says, "In modern times, passion and hard work are essential, and there is no substitute for them." Sta. Elena is a Filipino nation-building partner, particularly in addressing shortfalls in the energy sector, and in supporting the consumer-driven economy.



Alice G. Eduardo
President and CEO, Sta. Elena

The company has built numerous power stations in Batangas, the latest of which are the 450 MW San Gabriel and 415 MW Sta. Maria Combined Cycle Power Plants. For these projects, Sta. Elena has enjoyed the trust of exacting global leader Siemens. "The more demand for energy/power plants, mixed use developments, malls and infrastructure, the more demand for our expertise. One simple growth strategy is to maintain the quality, competence and pricing that keep us the construction firm of choice."

Driven by its tagline: going beyond structural integrity, Sta. Elena is the contractor of choice for local and international clients including the nation's most successful business leaders: Henry Sy, Enrique Razon Jr., Andrew Tan and George Ty. "We work in areas where it makes economic sense. We have projects in the Cebu Reclamation, roads and bridges north of Manila in Pangasinan and Ilocos Norte, and a large-scale, world-class port in Northern Luzon. Our work for the development at Pagcor Entertainment City has driven greater recognition for our 'brand'."

Eduardo has advice for people wanting to follow in her footsteps, because, as she says, "In difficult times, keep your eye on the goal, remembering that 'this shall pass'. Learn lessons well, hardship is the greatest teacher." Her most heartfelt advice, however, is to young people, "Success knows no gender."

Sta. Elena Construction and Development Corporation
Philippines, www.santaelenaconstruction.com



8990's Most Influential Person: the Overseas Filipino Worker



Building low cost but high quality homes for OFWs and their families

The Philippines has one of the world's largest contingents of overseas workers, so much so that they have their own abbreviation, OFW, or Overseas Filipino Workers. And these bedrocks of the Philippine economy are driving the growth of many sectors in their home country, with mass housing in particular feeling the benefit of their economic power.

As Jesus B. Atencio, president of 8990 Holdings Inc. remarks, their contribution to the Philippine economy is immense, both in terms of percentage of GDP, conservatively estimated at 13.5%, and the way in which remittances drive a primary element of the economy—consumerism. "OFW contributions have become the bedrock of the Philippine economy," Atencio explains, "and if you look at the GDP, the consumption lead growth is due to the fact that there are so many Filipinos that are global workers."

"Their love of their family and their loyalty to the country is shown by their continuous remittances back to their loved ones here. It's not government spending, not exports, nor direct foreign investments, the No. 1 driver for this country's growth is consumption."

And 8990 Holdings is well placed to take full advantage of the desire of the OFWs to support their families, as their growth in gross sales from the sector has quadrupled over the last five years, from 5% to 20%, because 8990 is seen as a leader and a company of proper values. "OFWs tell me that buying a DECA home makes them worry-free, because it's gated, and the money that they're spending is going to a good thing – that their children's futures are well taken care of, because they have a house."

Remittances from OFWs will continue to rise, and Atencio and 8990 are ready to build their homes. By exploiting word of mouth advertising, their top quality builds at low cost, and being the retirement nest egg of choice, the number of proud 8990 homeowners is set to grow alongside their new assets.



Jesus Atencio III
President and CEO
8990 Housing

8990 Housing
www.8990housing.com





Pipeline project by M.E. Sicat Construction

www.mesicat.com

are distribution lines.” Ng aims to grow the figure from the current 5% of the company’s revenue to 10% within the next two years, ultimately reaching 20% to 25% of revenue in the next five years—an ambitious goal, but with a solid plan behind it. Ng also wants to expand physical operations outside of the Philippines, creating a manufacturing hub to serve the rest of the world with their products, taking full advantage of the synergies that the impending ASEAN integration will bring about.

As Rebisco is looking toward adding value and revenue, and branching out geographically, there is also ample room for expansion in the type and quality of biscuits, crackers and snack packs the company sells. Company employees have been given a mandate to bring back samples of new products and exciting packaging they encounter on their travels, and by utilizing inspiration from the U.S. and Canada, they hope to find the next big “lunch box” idea that will propel revenue even higher. “From popular pricing, we’re actually going to the next tier, thanks to the more affluent market that is now around,” Ng says, expounding his view that the FMCG market has huge amounts of growth potential to fuel the company’s continued rise. “We acquired a candy company, and recently gotten into ice cream,” he says, which is good news for those OFWs with a sweet tooth and a yearning for a taste of the homeland.

The future has yet to be built

With continuous economic growth, which the Philippines has seen since before the recent global economic crisis, and the regal economic performance of recent years, comes the need and indeed the want of the population to buy real estate as both an investment and for the future of their children. This is a factor as to why the current backlog in the country, particularly in the low- to medium-cost homes market segment, is estimated at a mammoth 5 million.

Couple this with the need to service these new housing developments with waste management infrastructure, transport, retail space, and other tertiary services such as schools, hospitals and so on, and the opportunities for the construction industry are almost limitless. Alice G. Eduardo, president and CEO of Sta. Elena, agrees that there is much work to be done, particularly as regards the need for improved infrastructure in the Philippines. As she says, “I think aggressive construction will last for another three to five years, so even if there is an economic downturn, we will be okay. Maybe it’s because of our huge population: there are 100 million Filipinos, who are all in desperate need of better infrastructure.”



Michael Allan E. Sicat
President and CEO,
M.E. Sicat Construction

However, the national president of the Chamber of Real Estate and Builders’ Associations Inc., Noel Cariño, cautions that the government needs to carefully plan how these new developments will be funded and built, and that the legislation needed to help the builders is in place. As he explains, “The Central Bank recently issued cautionary regulation on financing real estate developments which could slow projects down. This could affect the chain of industries and services directly associated with real estate, but will create higher-quality procurements and investments. We identified that we need a fund to finance low cost economic housing to eradicate the backlog. There’s a law that says that the unused funds for agricultural initiatives are to be used for housing. We are in conversations with the government, and with the chairman of the House of Representatives, to create a mechanism that helps us. With that fund we can turn around this 5 million housing backlog by building 200,000 homes a year, and in less than 15 years we will be able to eradicate the problem.”

Emigdio P. Tanjuatco, III, president and CEO of Clark International Airport Corp., believes the apparent slowness in attribution of key projects is a sign of a paradigm shift in public administration. “Making sure public biddings are all above board has resulted in the slower rollout of vital infrastructure projects,” he adds, “since government agencies must initially adjust to stricter and more transparent processes. However, the long-term benefits of these reforms to our economy, and our people in general, are all worth it.”

For many in the real estate and construction industry, the question is a simple one. Where does the government want the Philippine working population to place their disposable income—into consumer goods, or towards something with more inherent value, such as property or stocks and shares? It is an issue Jesus B. Atencio, president and CEO of 8990 Holdings Inc., is keenly aware of, because, as he says, “What’s driving this country is consumption. Now the government needs to protect the goose that lays the golden eggs. Do we want to direct them [the workers] to the consumption of fugacious consumer goods? A better idea is to encourage them to buy real estate and become property owners.

For over 65 years, one company has made a difference in the lives of Filipinos.

Philam Life, the most trusted life insurer in the Philippines.

philamlife.com

The only financial institution in Asia to receive 10 Platinum Trusted Brand Awards from Reader's Digest Asia.



Bobby G. Madrid
CEO, Philam Life

Or they could invest in the stock market, and become owners of large companies." Those are sentiments that Reghis M. Romero II, chairman of the board, Harbour Centre Port Terminal, Inc., agrees with. "For the last three years we have been ahead of all nations in the region, and just behind China, in GDP growth terms," he says. "And since 2011 we have been growing above 6% every year. The economy is booming, and I can say that because I am a port developer and port operator, so I encounter this expansion firsthand."

And if the government fully supports the dreams of the population in becoming homeowners, the realization that better infrastructure is needed to support that dream becomes obvious. As with Metro Manila, waste management systems throughout the whole country need substantial investment to cope with the expansion of the housing market, and also of the population growth in these "pinch" points around the capital and other major population centers.

One of the foremost specialists in this field is M.E. Sicat Construction, led by president and CEO Michael Allan E. Sicat, whose company went from just three people six years ago to the 600 he now employs. M.E. Sicat is also a triple AAA company, the highest rating a company can hold in the Philippines, and he has noted an increase in employment of former OFWs by the industry. "I direct engineers, and many used to go abroad for a better paying job. Now, they are coming back because their salaries are not that different, and also because they can be closer to their families."

With the rise in workers staying close to home also comes the rise and quality in the types of technology the company is beginning to use, specifically after partnering with French giant Veolia, Dutch company Aqua, and other partner companies from Japan. This transfer of knowledge and technology has helped Sicat become a leader in the Philippines for waste management.

"The whole Metro Manila has only 5% coverage; that's why our rivers are so polluted. There must be 100% coverage in the next 20 years. In terms of business, as long as I do well, for the next 20 years I will have projects, as there are only a few companies in this market. The Philippines will apply the Clean Water Act, which states that every municipality in the country will need its own system. So in terms of growth, I don't need to look outside the Philippines just yet. There are so many opportunities here."

Another potential future driver of the economy is the mining sector, which is hugely underutilized at the moment. Reserves have consistently proven bigger than imagined, and the industry behind it is raring to begin extraction. Once again, it is about the government matching the wishes of local communities with industry, and of those with environmental concerns. Isidro C. Alcantara Jr., president of nickel producer Marcventures Holdings Inc., explains that "it is a real pity that mining

in the Philippines is still so underexplored given that we are one of the top seven most mineralized countries in the world. When we [began managing the company,] we studied our reserves and realised that there were three times more deposits than what we originally expected. We reorganized our corporate structure and our mine management, which resulted in a fivefold increase in tonnage and a tenfold increase in profits."



Antonio G. de Rosas
President and CEO,
Pru Life U.K.

Insuring Filipinos future wealth

As with the construction sector, the rapidly growing and aspirational lower and middle classes of the Philippines are looking for ways to secure both their futures and the futures of their children. Buying property is one way of ensuring some wealth is passed down generations, as is proper and well-planned insurance and health care. The insurance sector in the Philippines is a well-developed, mature market, which has made good inroads into the Metro Manila area. However, the sector needs expansion out into the provincial areas of the country if it is truly to see growth to match the rest of the economy.

One company at the forefront of the sector is giant PruLife U.K., headed by president and CEO Antonio G. de Rosas, who explains his idea of how to expand his market share, "There is an untapped market for insurers so we expect that business will continue to grow.

First of all, the real life-insurance-penetration rate in the Philippines is less than 1%, whereas our Southeast Asian neighbors are at 2% to 3%, so if we even just do 2% to 3%, that means double or triple what we are doing right now. Prudential is a very big company in Asia, but is always looking for diversification. While older and more mature markets like Singapore, Hong Kong or Malaysia will continue to be the pillars of the company in the near future, we have great hopes for the Philippines."

First and foremost the efforts of the insurance industry are to provide protection for the unforeseen issues that may happen in a person's lifetime, but as a secondary service, Pru Life U.K. aims to help its clients generate wealth, because, as de Rosas says, "protection is always first, then savings. Of course we have some really great investment products, but the primary purpose of our business is to protect and secure your family." Past financial crises have affected the way in which the population views these types of financial instruments, and in the Philippines, for example, savers have begun to look for vehicles that give a greater return on investments, bringing about greater yields.

Which is exactly where Philam Life enters the market, with products designed to glean the highest yield possible for their clients, as well as serving as much of the Philippines as it can. As CEO Bobby G. Madrid explains, the company is innovating with technology to reach as wide an audience as possible, such as developing a new iPad app allowing its staff to interact with their clients on a more personal level. "Right now,



**Romeo's advice gave us a new house.
His compassion gave us a new future.
He's the Man from the PRU**

Romeo Ocampo, Jr., Financial Consultant

www.pruLifeuk.com

[Pru Life UK - Official](#)

[@PruLifeUK_PH](#)

PRU LIFE U.K.

Established in 1996, Pru Life UK is a subsidiary of Prudential plc. Pru Life UK is a life insurance company and is not engaged in the business of selling pre-need plans. Prudential plc is a United Kingdom-registered company. Its regional headquarters, Prudential Corporation Asia, is based in Hong Kong. Pru Life UK and Prudential plc are not affiliated with Prudential Financial, Inc. (a US-registered company), Philippine Prudential Life Insurance Company, Prudential Life Plans, Inc. or Prudential Guarantee and Assurance, Inc. (all Philippine-registered companies).



Rizalina G. Mantaring
President and CEO,
Sun Life Financial

we have ties with BPI and Citibank. We are quite excited about these partnerships because BPI, for instance, is one of the biggest banks in the Philippines with more than 800 branches. And we are very happy with our partnership with Citibank, given its wide global network., given its wide global network. Philam Life is also a member of the AIA Group, the largest independent publicly listed pan-Asian life insurance group, and we stand to benefit from the innovations and best practices shared across all 17 AIA markets. We are proud to be the first life

insurance company in the country to use an iPad-based sales application called Interactive Point of Sale, which is a huge advantage.”

The competition in the sector is fierce, and another leading light in the insurance industry in the Philippines is Sun Life, originally of Canada but with a presence in the country for over 120 years and a prime player in the market. Sun Life president and CEO Rizalina G. Mantaring is confident of both the company's position at the top of the market and of the continued performance of the Philippine economy.

“This year, growth has run up so fast that you wonder how much room there is still left. We expect good corporate earnings growth this year as well, up to 20%, and liquidity remains high. While current growth has been driven by foreign inflows, which, as you know, could easily exit, the long-term outlook for the Philippines is positive with a very young population reaching working age over the next few decades and driving consumption. In insurance, if you aim to be number one, rather than focusing on having a strong, rational, sustainable business model, then you could take shortcuts that could damage the company

in the long run, and we've seen that happen time and again. As long as you have a sustainable business model and a long enough outlook you can ride out practically anything—wars, coups, depressions. Everything is just noise.”

Another player at the top of its game in their sector is Metropolitan Medical Center (MMC), which since 1964, has been at the vanguard of high-quality medical care in the Philippines. Started by a group of renowned doctors and a group of top businessmen from the Christian Gospel Church, MMC created a tertiary level hospital in the heart of downtown Manila. Today MMC stands as a hospital with 350 beds, which they plan to more than double in the next two years to 800 beds.

In direct relation to the insurance sector, the more the economy grows, the more demand for its high-quality service comes into play, which is why, in the words of president Joel T. Go, “All of our medical practitioners are graduates from top universities in the country, and most of them have been educated and trained in the U.S. as well. Our nurses are from our nursing school, and many of our graduates have found work in the U.S., Canada, Japan and the U.K. In terms of skills, we are at par with the best in the world.”

A sentiment Filipinos understand as they charge towards growth, diversification and harnessing the economic rewards of ASEAN integration. No longer just an agricultural nation, the Pearl of the Orient Seas is again rising as a manufacturing hub, and set to shine as a global center for BPO, construction, health care, finance, tourism and any industry that needs the backing of a driven, forward-looking population.



Joel T. Go
President,
Metropolitan Medical Center

Making lives brighter for 120 years

Today, Sun Life shines brightest as the No. 1 and longest standing life insurance company in the Philippines. And as it makes financial freedom attainable for more Filipinos, Sun Life also bears witness to a people on the verge of achieving their fullest potential.

120 YEARS IN THE PHILIPPINES

Sun Life Financial

First class, affordable care. Your health is our number one priority.

Every Filipino should have access to high quality, affordable medical care, and Metropolitan Medical Center is to be the number one provider for all the Philippines healthcare needs.

METROPOLITAN MEDICAL CENTER
光坦紀念醫院
YOUR HEALTH COMES FIRST

1357 G. Masangkay St.
Tondo, Manila, Philippines
www.metromedicalcenter.ph

HCPTI: Revitalizing the Philippine Port Industry



HCPTI is at the core of the country's economic growth

The Philippine economy is strongly linked to maritime trade and commerce, and needs a well-developed system of ports, commercial vessels and passenger ferries throughout the archipelago. Reghis M. Romero II, Chairman of Harbour Centre Port Terminal Inc. (HCPTI), knows that through developing the country's port system, further opportunities for investment arise.

As Romero explains, "Seaports all over the world are the engines of development of any country, and once there is a port you need industries around it, and then once you have these industries you need commercial and residential property around that."



Reghis M. Romero II
Chairman of the Board, HCPTI

Developing Communities, Ports and the Nation

Reghis M. Romero II started as a developer. He is an astute promoter of rational land use that he staunchly promoted when he was President of the Chamber of Real Estate and Builders Associations. His foray into the port industry was an offshoot of his vision to build port cities in strategic areas in the country. His port city concept stands on having a port and an industrial park in one area that progressively adheres to international standards, backed up by up-to-date systems, a highly-skilled workforce and state-of-the-art equipment. Through this, the port city serves as a fulcrum of development and a gateway to progress. RII Builders, Inc., the company Romero started twenty-six years ago is geared towards helping the government address the housing backlog. He is also behind PhilEcology Systems Corporation that provide solutions to waste management concerns. Today, PhilEcology's sanitary landfill projects are in place throughout the country.

Romero is committed to continuing as an active partner of the government in attaining economic progress. He passionately believes that the country will attain greater heights if the love of country, hardwork and honesty, the virtues shown by Dr. Jose Rizal, Philippine national hero, are put into action.

Harbour Centre Port Terminal, Inc
Philippines, www.harbourcentre.com.ph



CRK is ready to push for more flights and passengers



Clark International Airport is primed for investment and traffic arrivals

The Clark International Airport (IATA: CRK) serves as a major global gateway to the Philippines, allowing residents of Central and Northern Luzon (including Northern Metro Manila) and foreign visitors easy access to the capital region, and should be considered a complementary partner to its Southern sister-airport, Ninoy Aquino International Airport, in increasing air traffic into the nation.

As Emigdio P. Tanjuatco, president and CEO of Clark International Airport Corporation explains, he wants to make the idea of air travel second nature to Filipinos, and that by expanding CRK, his vision will be realized. As he says, "A lot of people don't realize how serious the government is in developing CRK, but the truth is that from 2010 to 2014 government has already spent some Php1.36 billion for the airport's improvement. This year, there's an additional Php1.2 billion in the national budget for the start of a new passenger terminal building."



Atty. Emigdio Tanjuatco III
President and CEO
Clark International Airport
Corporation (CIAC)

Investment brings further development

The support that CRK is receiving from the government is being matched by the private sector, who are coming to recognize Clark Freeport as a prime destination for investments. "Big-time investors both foreign and Filipino have already come in and around Clark. Inside the zone, you have Texas Instruments and a subsidiary of Samsung, as well as the investments of a Kuwait-based group in the 177-hectare master-planned Global Gateway Logistic City that is expected to reach as much as \$3 billion. Immediately next outside of Clark are surrounding developments such as the Php75 billion Ayala township project in Pampanga and major urban development projects by Century Properties along the NLEX."

Couple the opportunities to invest at CRK with its newly acquired Category 10 safety rating, the central government's investment in improving access to the airport from Manila, and the pursuit of new customers and airlines from home and abroad, and CRK is set to take-off as another major player in regional civil aviation.

Clark International Airport Corporation
Clark Freeport Zone, Pampanga, Philippines
www.clarkairport.com



The flagship airline of a nation is a vital part of a country's identity, the image gleaned on board being that all-important first impression visitors have of their host destination.

Philippine Airlines (PAL) first took to the skies on March 15, 1941, and in the midst of a world war became Asia's first airline. Since that date, it has grown to become one of the most respected airlines on the planet, with a young and modern fleet of aircraft, and a route network that spans 36 foreign cities and 30 domestic points. Furthermore, PAL's attention to detail is so strong, it has been certified by the IATA Operational Safety Audit (IOSA) as one of the safest airlines in the world for the last 10 years.

This year the airline has raised its game again, with new routes in the U.S. and Europe now confirmed, including a flight to New York that started March 15, 2015—74 years to the day since its first flight. This has been possible thanks to the European Commission and the U.S. FAA upgrading the Philippines to Category 1 in 2014.

"The E.U. decision to allow PAL back into Europe was a watershed event in Philippine aviation history and in our own corporate annals as well. The U.S. FAA upgrading of the Philippines to Category 1 also beneficially impacted PAL as we are the only Philippine carrier that has been flying to the U.S. (Since 1946)," says PAL's esteemed chairman and CEO Lucio Tan. "Both the E.U. and U.S. actions were strong endorsements of PAL's technical capabilities, and the Philippines' stature as an aviation nation also rises when its flag carrier achieves such high international credibility."

With the U.S. home to the greatest number of expatriated Filipinos, this upgrade carries a double significance. "The New York route marks PAL's return to the East Coast of the U.S., which is home to about half a million ethnic Filipinos, after an absence of 18 years and augurs well

for our future expansion in that country."

Tan, who celebrated 20 years as chairman and CEO of PAL in January, was delighted that Pope Francis chose PAL as his official airline the same month during a much-lauded visit to the Philippines.

"In safely flying the pontiff during his domestic trip to Tacloban and back, in turbulent weather, and then on his 14.5-hour transcontinental journey back to Rome, PAL showed its true mettle; an airline that can proudly stand, like the Filipino nation it represents, alongside the best in the world," he says. "The Philippines attracted just under 4 million visitors in the first 10 months of 2014, and although that is a record high for the country's tourism sector, it also exposed the limits to future growth posed by inadequate infrastructure. Arrivals increased just 2%, to 3.5 million, during the January-October 2014 period from a year earlier despite a travel boom in Asia. That is well short of the government's annual target of 6.8 million. The challenge we face going forward is clearly the infrastructure gap, particularly the critical need for a new international airport to serve metropolitan Manila."

As a matter of policy, PAL constantly invests in both its technological and human resources. "We are in the midst of a comprehensive modernization program that is transforming our fleet into one of the youngest and most modern in the world. We are currently reviewing our strategic thrusts and direction with the objective of making PAL more responsive to the demands of the markets we serve. The new strategy is anchored on cost efficiency, enhanced services and revenue generation," Tan says.



Dr. Lucio Tan
Chairman and CEO, PAL

START SPREADING THE NEWS...

Philippine Airlines

★★★★★ NEW YORK TO ★★★★★

MANILA

VIA VANCOUVER

NEW YORK to MANILA	MANILA to NEW YORK
PR127	PR126
Monday, Wednesday, Friday, Sunday	Tuesday, Thursday, Saturday, Sunday
Departure: 11:00AM Arrival: 8:35PM (next day)	Departure: 11:50PM Arrival: 7:00AM (next day)

Fly from New York to Manila and experience a warm, caring and distinctly Filipino service.

Philippine Airlines

Book your flight now. Visit philippineairlines.com Call 1-800-435-9725 (1-800-1 FLY PAL) Like us on [facebook.com/flyPAL](https://www.facebook.com/flyPAL) Follow us on twitter.com/flyPAL Contact your local travel agent

www.businessoutlook.co.uk



“PEOPLE ASK ME SOMETIMES,

WHEN—WHEN DO YOU THINK IT WILL BE ENOUGH?

I C O N S

WHEN WILL THERE BE ENOUGH WOMEN ON THE COURT?

AND MY ANSWER IS, WHEN THERE ARE NINE.”

—RUTH BADER GINSBURG
SUPREME COURT JUSTICE



SUPREME COURT JUSTICE / 82

Ruth Bader Ginsburg

THE HIGH COURT'S
COUNTERWEIGHT

BY ANTONIN SCALIA

Ruth Bader Ginsburg has had two distinguished legal careers, either one of which would alone entitle her to be one of TIME's 100. When she was a law professor at Rutgers and later Columbia, she became the leading (and very successful) litigator on behalf of women's rights—the Thurgood Marshall of that cause, so to speak. President Carter appointed her to a seat on the U.S. Court of Appeals for the District of Columbia Circuit in 1980, and President Clinton to a seat on the Supreme Court in 1993.

Having had the good fortune to serve beside her on both courts, I can attest that her opinions are always thoroughly considered, always carefully crafted and almost always correct (which is to say we sometimes disagree). That much is apparent for all to see.

What only her colleagues know is that her suggestions improve the opinions the rest of us write, and that she is a source of collegiality and good judgment in all our work.

Justice Scalia is the longest-serving member currently on the Supreme Court



Swift, at her family home in Tennessee

PHOTOGRAPH BY MARTIN SCHOELLER FOR TIME



SINGER-SONGWRITER / 25

TAYLOR SWIFT

POP PHENOMENON

By Mariska Hargitay

Taylor Swift: megawatt talent, an extraordinary spirit, an impossibly charming blend of impishness and poise and radiance to spare. All of it combines to rock me back on my heels every time I see her. Both literally and figuratively, she's a woman who writes her own songs. That makes for music that's personal, of the moment and impossible to resist.

I'm amazed at how much earned wisdom Taylor threads into her work. She seems tuned in to the greater good, and she embraces—thoughtfully and authentically—the chance to contribute to the world. I'm always trying to find the best words to use to talk to my kids (and myself) about growing up, but you can't top her beautifully articulated advice. The haters *are* gonna hate, but, well, shake it off. She illuminates our inner music that lets us dance to our own beat.

Along with her staggering list of accomplishments, perhaps the most exciting thing about Taylor is that she's just getting started with what she plans to mine from her fierce, curious, boundlessly talented and beautiful heart.

Also, it doesn't hurt that she named her cat after me.

Hargitay, an actor and activist, stars as Olivia Benson on Law & Order: SVU



IT'S NO SURPRISE THAT *a* HOSPITAL DESIGNED *by a* PATIENT IS LOVED *by* PATIENTS.

Jon Huntsman, Sr., has had cancer four times. So he's spent enough time in cancer hospitals to know what he'd do differently when he designed one from scratch.

That's why Huntsman Cancer Institute is unlike any other. It looks different. Feels different. And fights cancer in new and different ways, with the largest genetic database on earth that combines family histories with health records to both treat and prevent cancer.

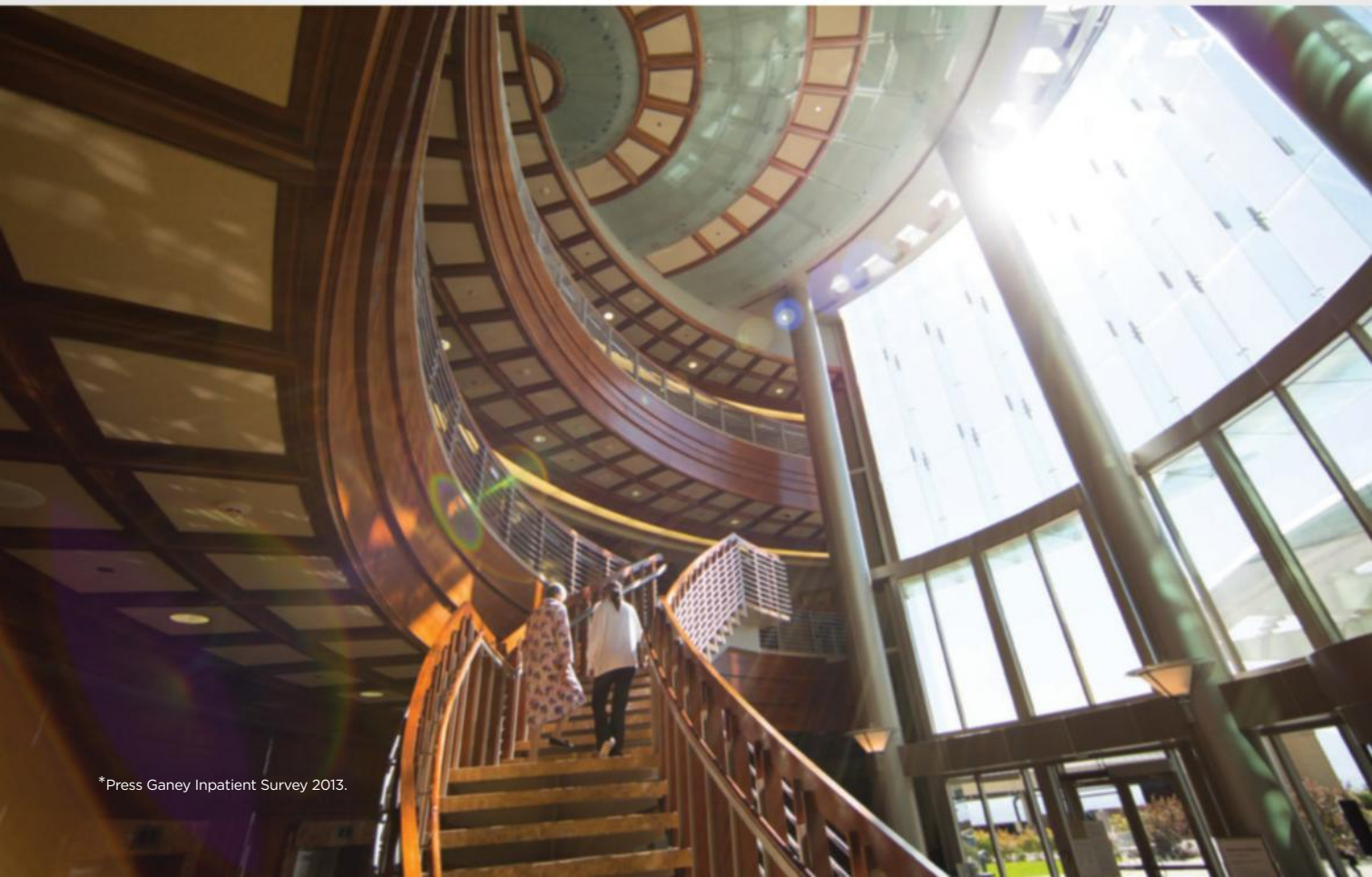
The place is welcoming and warm, with a focus on beauty, serenity and getting on with life. Perhaps all of this is why Huntsman Cancer Institute has earned what few other cancer hospitals in the world have. A 99% inpatient satisfaction rating.*

It's exactly the place you'd expect when a cancer patient designs a cancer institute.

To learn more or support the cause, go to huntsmancancer.org.



**CHANGING THE DNA
OF CANCER CARE**



*Press Ganey Inpatient Survey 2013.

DESIGNER / 68

Diane von Furstenberg

FASHION FORCE

BY JESSICA ALBA

Fashion is seen as a tool for fantasy, but Diane von Furstenberg used it to show us that we can transform our reality.

Diane's life is certainly fantastic—the stuff of fairy tales, magazine covers and Warhol portraits. But let's not forget: she made her own destiny. She is, and has proudly

been, a working woman and mother. That must be why her signature wrap dress is made for modern life. It's built for speed, sophistication and simplicity. And it doesn't deny a woman's femininity—it celebrates it. Just like the designer herself.

As an entrepreneur

and philanthropist, Diane understands that changing the way women see themselves can also change the world. With the DVF Awards and the Diller-von Furstenberg Family Foundation, she acknowledges the extraordinary strength that women use to shape their communities for the better every day, every-

where across the globe. Her constant inspiration reminds us that nothing looks better on a woman than the clarity, courage and conviction of vision.

Alba is an actor, best-selling author and co-founder of the Honest Co.



PHOTOGRAPH BY JESSE FROHMAN
FIGAROPHOTO/CONTOUR BY GETTY IMAGES

*Medina practicing
for a competition in
Teahupo'o, Tahiti,
in August 2014*



PHOTOGRAPH BY RYAN MILLER

SURFER / 21

GABRIEL MEDINA

NEW WORLD WAVE RIDER

By Sean Gregory

When Gabriel Medina won Brazil's first surfing world title last year, he did more than become the second youngest champion ever. He showed that his ascendant nation was now a serious player in a sport that is taking off around the world. From 2001 to 2011, the total number of surfers jumped 35%, to some 35 million, and the sport is projected to become a \$13.2 billion global industry by 2017.

That rise mirrors Brazil's own. South America's leading economic power has long used athletics to broadcast its ambition.

After hosting the 2014 World Cup, Rio will stage the 2016 Summer Olympics. And now a nation used to its soccer players' being among the world's best has a new phenom to cheer. By shaking up a sport typically dominated by Americans and Australians, Medina has become an icon in Brazil and is inspiring a new generation to make some waves.

Gregory is a TIME senior writer covering sports and culture



AUTHOR / 66

Haruki Murakami

HE WRITES TO HIS OWN BEAT

BY YOKO ONO

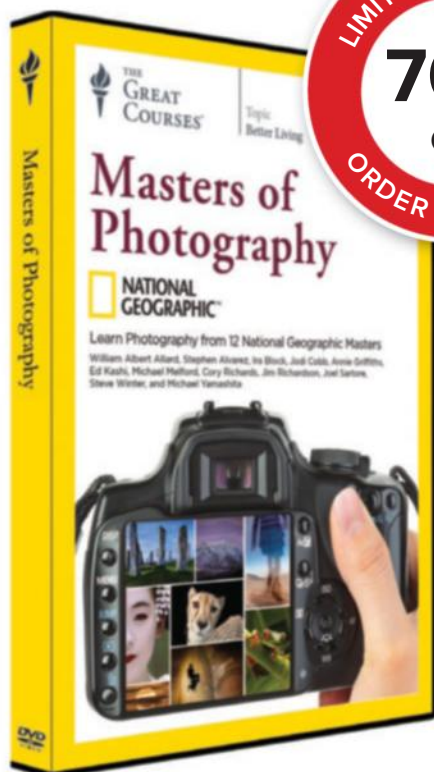
I'm glad that Murakami-san has been selected as one of the 100 most influential people in the world by TIME. He deserves the honor. He is a writer of great imagination and human sympathy, one who has enthralled millions of readers by building fictional worlds that are uniquely his. Murakami-san has a singular vision, as informed by pop culture as it is by deep channels of Japanese tradition. And he's a Japanese writer—while

Murakami-san spends much of his time in the U.S. and has earned acclaim internationally, he and his books are very much a product of Japan. In recent years, as the government in Japan has become more conservative, Murakami-san has become a valuable voice for peace.

Ono is a multimedia artist known for her groundbreaking conceptual and performance pieces, experimental films and music

IN JANUARY, MURAKAMI STARTED AN ONLINE ADVICE COLUMN TO RESPOND TO READERS' QUESTIONS ABOUT LIFE, LOVE AND WRITING

MEDINA: RED BULL/SIPA; MURAKAMI: MARCUS JANS



Learn from the Best in the World

Photography is an art. We may all take pictures—now more than ever—but to rise above the level of a snapshot requires insight and finesse. And the best way to learn any art form, including the art of photography, is by watching a master artist at work.

In **National Geographic Masters of Photography**—24 lectures taught by 12 top National Geographic photographers—you gain unparalleled access to the creative process of some of the world's greatest photographers. Our partnership with National Geographic—the gold standard of photography for more than a century—has allowed us to bring together these world-class experts for a visually stunning, one-of-a-kind instructional series that will forever change the way you approach photography, whether you're using an expensive camera or the camera on your phone.

Offer expires 04/27/15

THEGREATCOURSES.COM/4TME

1-800-832-2412

National Geographic Masters of Photography

Taught by National Geographic Photographers

LECTURE TITLES

Adventure

Cory Richards and Stephen Alvarez

1. Redefine Adventure
2. Broaden Your View
3. Show What No One Has Shown
4. Set the Scene, Get Close

Wildlife

Steve Winter and Joel Sartore

5. Understand the Animal
6. Use All the Tools
7. Make a Difference
8. Go Back, Get It Right

Landscape and Nature

Jim Richardson and Michael Yamashita

9. The Joys of Nature
10. Exploring Landscapes
11. Guide the Eye
12. Moment in Landscape

People in Their Environments

Jodi Cobb and Ira Block

13. Gaining Trust
14. Uncover the Human Condition
15. Build Relationships
16. Use the Background

Color and Light

Michael Melford and Annie Griffiths

17. Good, Bad, and Magic Light
18. Wait and Work the Shot
19. Compose with Color
20. Write with Light

Storytelling

William Albert Allard and Ed Kashi

21. 50 Years of Telling Stories
22. Moment, Gesture, Place
23. Engaging the World
24. Raising Awareness

National Geographic Masters of Photography

Course no. 7923 | 24 lectures (30 minutes/lecture)

SAVE \$190

DVD \$269.95 NOW \$79.95

+\$10 Shipping, Processing, and Lifetime Satisfaction Guarantee
Priority Code: 110131

For 25 years, The Great Courses has brought the world's foremost educators to millions who want to go deeper into the subjects that matter most. No exams. No homework. Just a world of knowledge available anytime, anywhere. Download or stream to your laptop or PC, or use our free mobile apps for iPad, iPhone, or Android. Over 500 courses available at www.TheGreatCourses.com.

ARTIST / 49

BJÖRK

ART'S HIGH PRIESTESS

By Marina Abramovic

In 2010, when the volcano named Eyjafjallajökull exploded in Iceland, Björk sent me an email: "I'm so proud to tell you that our baby volcano is just born—it's so beautiful!"

Around the world, airplanes were being grounded because nobody could fly over Iceland. Everybody else was fearing nature, but Björk was worshipping it because she needs nature to breathe, like an Icelandic high priestess.

As an artist, she's always on the edge of everything, but it's not trendy because even when she is working with the latest technology, fashion, images or sounds, she is always offering her own, deeply personal world. If you are really true to yourself and really follow your intuition in the most rigorous way, there is a moment that becomes universal, that reaches everybody. That's the real magic of Björk—she teaches us the courage to be ourselves.

Abramovic is a Serbian artist based in New York



BROWN: JACQUE NICKERSON FOR TIME; BJÖRK: JAMIE MCCARTHY—GETTY IMAGES



SURGEON / 46

Jerry Brown

A WEST AFRICAN LIFESAVER

BY IDRIS ELBA

Last summer many around the world were shocked as we watched the Ebola crisis unfold. We were devastated by what we saw and keen to help. One man, Dr. Jerry Brown, watched too and did just that. He took action and stopped people from dying of Ebola. Through his work as medical director of the Eternal Love Winning Africa Hospital in Monrovia, Liberia, and in the face of skepticism and misunderstanding, he trained, taught and treated waves of people

who came to his hospital.

I am in awe of the health workers who worked so hard to prevent the spread of this disease, but I am especially in awe of Dr. Brown. His courage and determination to fight this disease undoubtedly kept alive many health workers and helped communities fight this deadly virus. It is perhaps too soon to

say we have defeated Ebola, but we have certainly started to turn the tide.

West Africa and Sierra Leone have a special place in my heart because my father was born there. Like me, I'm sure he would have been proud of the work that people like Dr. Brown did to fight Ebola. It is because of this man's actions—rather than his words—that many lives were saved.

Elba, an English actor, starred in The Wire and Luther



PHOTOGRAPH BY CHRIS HORNBECKER FOR TIME

SOCCER STAR / 34

Abby Wambach

HER AIM IS TRUE

BY MIA HAMM

Abby Wambach has always been fearless. Even as a rookie on the U.S. women's national team, she would score goals that made me say, "Gosh, if she doesn't win the ball, she's probably going to get crushed." She never blinked. If it is what her team needed, it is what she was going to do. How can you not cheer for that?

As Abby has developed into a star, scoring more international goals than any other player in history, she has embraced being a leader. There are times when Abby just throws the team on her back and wills it to victory when that looks almost impossible. Abby is also a great role model for young fans and recently led the charge to get FIFA to use grass for this summer's Women's World Cup, as it does for men. Though she lost the battle, the fight sent a powerful message about equality in sports. Whether inspiring her team on the field or taking on important issues off it, Abby uses her passion and fearlessness to lead by example.

Team USA is poised to do amazing things at the World Cup. While I can't predict what will happen, I know that under Abby, they will never quit.

Hamm, a two-time Olympic gold medalist, was twice named FIFA world player of the year

CHEF / 67

INA GARTEN

AMERICA'S HOST

By Taylor Swift

It was five years ago that I first heard of Ina Garten from my friend Lily Aldridge, a jet-setting model and new wife, who told me she'd found the perfect fish recipe that she could make in only 15 minutes in a *Barefoot Contessa* cookbook. The next day, I went out and bought one. I learned Ina had been a young wife who taught herself to cook after her new husband Jeffrey returned from fighting in the Vietnam War. She later studied business at George Washington University and worked in the White House on nuclear-energy policy. In 1978 she opened a specialty food store in the Hamptons, which she ran for nearly two decades before making the jump to television and cookbooks. As soon as I started watching Ina's show, I realized why so many people adore her. Her goal is to make things easier for us. Fans love her warmth and generosity. She shows us how to create memories that we'll treasure for years to come. For that, we will always cherish the merry and magnificent Ina Garten.

Swift is an acclaimed singer-songwriter



ECONOMIST / 43

Thomas Piketty

CHRONICLER OF INEQUALITY

BY GROVER NORQUIST

Thomas Piketty's *Capital in the Twenty-First Century*, first published in 2013 and translated into English last year, forced an international focus on income and wealth inequality. President Obama suggested that the issue should become the new national challenge—JFK's race to the moon.

The boldest enthusiasts believed that Marxism, shorn of the gulag and the body count, might get a second hearing.

Conservatives noted that *Capital* was published 50 years after LBJ's Great Society speech, which launched a thousand government programs to end poverty. Fifty years and \$20 trillion in government spending later, the U.S. poverty rate remains stuck at 15%.

Was Piketty, a professor at the Paris School of Economics, moving the goalposts from reducing poverty to reducing inequality in order to sidestep that expensive failure? Worse, inequality can be reduced without helping a single poor family—by reducing total national wealth. It happens every recession.

And yet, despite those criticisms, every prominent Republican has taken up the challenge, refocusing arguments for economic growth on how it would create opportunity for the "least among us." Kemp-Roth as social justice.

Perhaps Piketty has brought not Marx but John Rawls back to center stage.

Norquist is the president of Americans for Tax Reform

THE ENGLISH-LANGUAGE
VERSION OF CAPITAL IN THE
TWENTY-FIRST CENTURY HAS SOLD
NEARLY 575,000 COPIES

Mastering Money, Building a Future

The **Girl Scouts of the USA** and **Toyota Financial Services** are partnering to help girls in underserved communities chart a path to success.

WHY DID TOYOTA FINANCIAL SERVICES (TFS) decide to partner with Girl Scouts of the USA (GSUSA) on a financial empowerment initiative? “I’ve had more than a few boxes of Thin Mints and Tagalongs, so I’d be lying if I said the cookies didn’t play a part!” says TFS President and CEO Mike Groff. “Seriously, Girl Scouts offers many girls their first introduction to money management, often through those cookie sales. When young people understand the value of properly managing personal finances, they’re going to be better prepared for the realities of adult life.”

Now 26,000 underserved girls are building money management skills, thanks to that TFS-GSUSA initiative, Driving My Financial Future. A \$2.1 million commitment by TFS will fund GSUSA outreach in underserved communities over the next two years, offering support for new recruits and helping them earn their Financial Literacy badges.

The partnership furthers GSUSA’s fundraising campaign ToGetHerThere, launched in 2010 to champion investment in girls as an investment in the collective future of society. “Teaching girls the skills they need to be financially savvy investors, consumers and leaders is vitally important, whether a girl chooses to be the CEO of a multinational corporation or the CEO of her family,” says GSUSA CEO Anna Maria Chávez. “This will help more girls, in more places.”

The project addresses a crucial need. Fewer than half of states provide financial education in schools statewide. A 2013 report by the Girl Scout Research Institute

found that while 90% of girls believe it’s important to learn how to manage money, only 12% feel very confident in their ability to make financial decisions.

Through Driving My Financial Future, TFS will conduct financial empowerment events nationwide with TFS volunteers; provide college scholarships ranging from \$1,000 to \$20,000; and offer “The Girl’s Guide to Girl Scouting” handbooks to new Girl Scouts in 10 Councils across the country. The program’s national kickoff

will be held in Los Angeles in April, Financial Literacy Month.

“It’s very fun and self-esteem-boosting,” says 13-year-old Nicole Lohman of El Monte, Calif., who joined the Girl Scouts as a participant in the program four months ago. The most important thing she has learned so far is how to budget and save money. “Saving will make a big difference in my life,” she says. “Before, I had trouble because every time you get money you just want to spend it.” Now she’s putting money away for her goal: studying architecture at Harvard. “I might as well go big or go home!” Lohman added.

That’s just what Chávez likes to hear. “When girls are given the skills, tools and confidence to succeed,” the CEO says, “they can make great things happen.” ●

For more information on Girl Scouts of the USA or to make a donation, visit www.girlscouts.org/invest.



In the Girl Scouts, says Nicole Lohman, “We learn to make a budget, not to overspend—and life lessons, too, about making new friends.”





Our Pledge of Financial Empowerment

TOYOTA FINANCIAL SERVICES is honored to partner with Girl Scouts of the USA to equip youth with financial empowerment tools that give them a jump start on their financial journey. We're proud to enrich the communities where we do business because we want tomorrow's leaders to be ready when they're in the driver's seat! Join us in our efforts to encourage financial education in schools. Learn more at TFSintheCommunity.com.



A proud partner of Girl Scouts of the USA and 2014 winner of *The Civic 50* award



ACTIVIST / 17

Malala Yousafzai

CHAMPION OF EDUCATION

BY MEZON ALMELLEHAN

I'm 16 years old and from Dara'a in Syria. I fled to Jordan with my family two years ago.

Spending time with Malala Yousafzai made me stronger. I didn't know her before meeting her in Za'atari camp last year, but I understand she suffered, and yet she continues to fight for what she believes in—for the rights of children and for their education. She is an inspiration for me.

When it comes to continuing our education as refugees, I am on the front lines with my friends, speaking to other girls throughout the camp on the importance of going to school. My mother and father are always encouraging me. I saw

this in Malala too, and her close relationship with her mother and father.

I've always loved learning and education, but since I fled with my family, these views have grown stronger. I have seen too much wrong to not use my voice. Malala has shown that education is crucial for laying a foundation for girls and boys to have secure lives.

I know no matter what I go through today, it will make me a stronger person for tomorrow. Rather than giving up, my friends and I will continue to think

positively and try to make our community better. Girls need to learn to take care of themselves, because if they don't, nobody will. Our lives are completely different now—we've gone from living in homes to surviving in tents in refugee camps. Education is the only way to regain our spirit and control over our lives.

I was so honored to be in Oslo to watch Malala be awarded the Nobel Peace Prize. To see a young woman recognized with such an award made me realize that yes, I can make a difference, and I have to continue to fight for what I believe in—that all girls and boys can bring change to our world.

Almellehan is an education activist and student

IN APRIL, A NASA ASTRONOMER NAMED AN ASTEROID AFTER MALALA. IT IS NOW CALLED 316201 MALALA

BISHOP OF ROME, 78

POPE FRANCIS

THE HUMBLE PASTOR

By Desmond Tutu

During his term as Archbishop of Buenos Aires, Pope Francis eschewed the extravagant trappings of his office, living in a simple apartment and cooking his own meals. Then he packed his pastoral humility in his suitcase and took it with him to Rome.

There, he has instilled a new sense of human-centeredness in the papacy. He has described himself as a sinner, and his nonjudgmental views on contentious church issues such as sexual orientation and divorce have brought hope to millions of Roman Catholics around the world.

Though I understood he was motivated by his concern for members of his flock in China, I was saddened in December when His Holiness the Pope buckled to political pressure and declined the opportunity to meet His Holiness the Dalai Lama. They have so much in common.

Even so, I love and admire His Holiness the Pope just as much as I admire and love His Holiness the Dalai Lama. Few would dispute that Pope Francis is a special gift from God who has brought a breath of fresh air to the Vatican.

Tutu is an Archbishop emeritus of Cape Town and a Nobel Peace laureate



Saving People Money Since 1936

**... that's before there were
personal computers.**

GEICO has been serving up great car insurance and fantastic customer service for more than 75 years. Get a quote and see how much you could save today.

geico.com | 1-800-947-AUTO | local office

GEICO®





PARTY PEOPLE

HOW TO MAKE
INFLUENTIAL
FRIENDS AT
THE ANNUAL
TIME 100 GALA

By Joel Stein



CONSPIRACY THEORISTS THINK the elite form trilateral commissions and illuminati societies that assemble underneath the Denver airport to rule the world. Not at all. We're not secretive people. We're braggy people. We go to parties. We meet at Davos, Sundance, TED and, best of all, the TIME 100 gala. We don't so much talk about ruling the world as get drunk and exchange numbers so we can meet for expensive lunches and time the next recession.

While the TIME 100 gala is definitely one of the 100 Most Influential Parties, it's way shorter than Bilderberg. Plus, the speeches, performances and dinner get in the way of email swapping. So I figured I'd preintroduce some of this year's attendees over the phone, so that they could more quickly connect and so that I would have their phone numbers.

To prepare, I called Jonathan Levy, a guy who throws huge dinner parties in New York for famous people he wants to meet. "What if you give them a secret-Santa-type gift?" he suggested. "And a haiku that's a hint as to who they are so they can search online and find them. That way they leave and say, 'I hung out with so-and-so, and they gave me this stupid Ikea wrench.'" I thought this was a great idea that I totally wasn't going to use. So instead he suggested I tell a per-

sonal story about each person to the other, much as the TIME 100 does in print.

For my first attempt, I put 33-year-old comedian Amy Schumer on the phone with Pardis Sabeti, the 39-year-old TIME co–Person of the Year who sequenced the Ebola genome and is the lead singer of a rock band. It turned out that Sabeti was a huge fan of Schumer's and Schumer knew a lot about Ebola, since she had dated a doctor who was an expert on the disease. Sabeti said she lost six friends who worked with her in the hospital in Sierra Leone, and Schumer sighed in empathy. "The disease is kind of a sensitive spot for me too," she said. "I had a weird breakup."

The call ended well, with Sabeti inviting Schumer to Harvard, where she teaches, which Schumer was excited about. Then Sabeti invited her to Orlando because "my parents live by Disney," which Schumer was not excited about. "You can stay at my place in New York," Schumer offered, "but we'd have to sleep head to toe." If that's how it works in her apartment, I'm really surprised the Ebola doctor didn't stay with her.

NEXT I PICKED PEOPLE WHO I thought would love meeting each other: *Serial* podcast host Sarah Koenig and Bryan Steven-

son, the founder of the Equal Justice Initiative. They bonded so quickly that within two minutes they were talking about unjust capital-punishment cases, which is like third base for liberals. When I asked Stevenson who he wanted to meet most, he said Audra McDonald, who I also wanted to meet most, possibly for the same reason, if Stevenson's reason is to stand really close to her, mumble something incomprehensible about how pretty and talented she is and then walk away hating himself. Koenig promised to introduce all of us. But she said she was so satisfied with talking to Stevenson "that I don't even need to go." I told her that she couldn't back out or I'd get in a lot of trouble. I have no idea if that's true, but I don't want to take any chances of not meeting Audra McDonald.

Because I have an actual friend on this year's list—Jill Soloway, creator of the show *Transparent*—I wanted to brag about that in this column. So I put her on the phone with Jennifer Doudna, a Berkeley professor who figured out how to swap out parts of genes. Soloway asked if Doudna was worried that people would try to get rid of the transsexual gene, which would be bad, since "trans people are the coolest people I know." Doudna explained that she joined a bunch of scientists saying that messing with human genes is bad, though she hadn't thought about transgender people specifically. If she's placed at Soloway's table, she's going to be thinking about them a lot more.

Soloway was glad to have met Doudna but wondered how she would recognize other important people. "Do people wear name tags like HELLO MY NAME IS ARIANNA HUFFINGTON, so I know who people are? So people know who I am, more importantly," she said. That's such an adorably first-time influential question. Huffington makes it her job to know who every influential person is. Soloway is going to have to up her game if she's going to join the new world order.



The elite (plus a few TIME staffers) mingle at TIME 100 cocktails



FatTwin

Evolutionary 4U Twin Architecture

Supports up to: 36 Cores and 145W TDP Intel® Xeon® processor E5-2600 v3 Product Family
 1TB DDR4-2133MHz in 16 DIMMs • SAS 3.0 (12Gbps) • 8 HDDs/1U • 10GBase-T
NVMe • Redundant Titanium/Platinum Level Digital Power Supplies

8-Node w/ Front I/O
 Highest Density & Efficiency

8-Node w/ Rear I/O
 Highest Power & Efficiency

4-Node w/ Front I/O

4-Node w/ Rear I/O
 8 hot-swap 3.5" HDDs per 1U



SYS-F618R2-F Series



SYS-F618R2-R+ Series



SYS-F628R3-F Series



SYS-F628R3-R+ Series

Eight, Four or Two hot-pluggable Servers (Nodes) in a 4U form factor.
Each Node supports up to:

- 1TB DDR4-2133MHz memory in 16 DIMM slots
- 1 PCI-E 3.0 x16, and 1 MicroLP PCI-E 3.0 x8 slots (Rear I/O models)
- 8 SAS 3.0 (12Gbps) ports with LSI® 3008 controller, RAID 0,1,10
- 10 SATA 3.0 (6Gbps) ports with Intel® C612 controller, RAID 0,1,5,10
- **NVMe** support
- Dual 10GBase-T or Dual Gigabit Ethernet LAN options
- Redundant Titanium (96%+)/Platinum (95%+) Level Digital power supplies
- Integrated IPMI 2.0 plus KVM with dedicated LAN
- Up to 36 Cores per system and 145W TDP dual Intel® Xeon® Processor E5-2600 v3 product family



COMPUTEX

2015 COMPUTEX Taipei

JUNE 2-6th, 2015

台北世界貿易中心南港展覽館

TWTC Nangang Exhibition Hall

Come visit our booth @ 4th Floor M0120



3D Rendering/Gaming



Oil & Gas Exploration



Financial Simulation



Cloud Computing



File System



Medical

**Flexible Designs Optimized for
 a variety of Applications, including:**

- Data Center / Cloud / Hadoop applications
- HPC / GPU applications
- Science / Research environments
- Finance / Oil & Gas markets



Search Engine



Simulation



Data Center



Enterprise IT



Hadoop



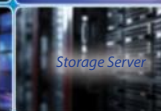
Research



Engineering



Multimedia/Graphics



Storage Server



GPGPU Application



Contact us at www.supermicro.com/FatTwin

© Super Micro Computer, Inc. Specifications subject to change without notice.
 Intel, the Intel logo, Xeon, and Xeon Inside are trademarks or registered trademarks of Intel Corporation in the U.S. and/or other countries.
 All other brands and names are the property of their respective owners.





THE NAME GAME

CAN YOU MATCH THESE INFLUENCERS WITH THEIR OBSCURE BIO DETAILS?

By Olivia B. Waxman

1. POPE FRANCIS ____
2. JEB BUSH ____
3. ALEXANDER WANG ____
4. HILLARY CLINTON ____
5. LAVERNE COX ____
6. INA GARTEN ____
7. KEVIN HART ____
8. KIM KARDASHIAN ____
9. TIM MCGRAW ____
10. JOHN OLIVER ____
11. KANYE WEST ____
12. MISTY COPELAND ____
13. EMMA WATSON ____
14. CHRIS PRATT ____
15. ANGELA MERKEL ____
16. RUTH BADER GINSBURG ____
17. BJÖRK ____
18. CHRISTOPHER NOLAN ____
19. DIANE VON FURSTENBERG ____
20. HARUKI MURAKAMI ____

A.
LIVED IN
NANJING,
CHINA

B.
LIKES TO CARRY
A FLASK OF
TEA IN A
POCKET

C.
STUDIED
PRELAW AS
A COLLEGE
FRESHMAN

D.
ONCE
ATE
PUFFIN

E.
OPENED
A JAZZ
BAR

F.
WAS
BORN IN
PARIS

G.
PLAYED
PIANO
WITH
BONO

H.
WENT TO
PRESCHOOL
WITH PARIS
HILTON

I.
HAS A
DOCTORATE
IN QUANTUM
CHEMISTRY

J.
HAS
A TWIN
BROTHER

K.
MET
SPOUSE
AT THE 2008
REPUBLICAN
NATIONAL
CONVENTION

L.
DATED
RICHARD
GERE

M.
TOURED
WITH
PRINCE

N.
WATCHED
SAVED BY
THE BELL FOR
CREATIVE
INSPIRATION

O.
TAUGHT
ENGLISH IN
MEXICO

P.
REALLY
LOVES
OPERA

Q.
WAITED
TABLES AT
BUBBA GUMP
SHRIMP
CO.

R.
GOT
HIT IN THE
FACE BY A
BUFFALO WING

S.
HAS ONLY
ONE FULL
LUNG

T.
WAS AN
ANALYST
AT THE
WHITE HOUSE
OFFICE OF
MANAGEMENT
AND BUDGET

ANSWERS: 1. S; 2. O; 3. N; 4. G; 5. J;
6. T; 7. R; 8. H; 9. C; 10. K; 11. A;
12. M; 13. F; 14. Q; 15. I; 16. P; 17. D;
18. B; 19. L; 20. E

Elegance is an attitude

Simon Baker
Simon Baker

LONGINES®



OFFICIAL TIMEKEEPER



15-19 April 2015



Conquest Classic Moonphase